WORK-RELATED CHILD CARE IN CANADA

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91-02016/

Published by authority of the Minister of Labour,
Government of Canada

The opinions expressed in this book do not necessarily reflect the views or policies of Labour Canada

Également disponible en français sous le titre :

LES GARDERIES EN MILIEU DE TRAVAIL AU CANADA

Additional copies may be obtained from:

Publications Distribution Centre
Labour Canada
Ottawa, Ontario
K1A 0J2
(819) 994-0543

Labour Canada Catalogue Number: L016-1698/90E

DSS No. L38-42/90E

ISBN 0-662-17550-6

Printed in Canada

TABLE OF CONTENTS

Chapter Page

1 Overview 1

2 A New Instance of an Old Idea 5

Profile: The Riverdale Hospital Day Nursery 6

3 Children at the Workplace: On-site Programs 11

Profiles: La Gare de Rires (Canadian National) 13
Kid Gloves (Western Glove Works Ltd.) 18
La Garderie sur une Patte (Celanese Canada) 22
Newpark Day Care (Magna International Inc.) 25

4 Children Near the Workplace: Off-site Programs 31

Profiles: 7-Eleven Day Care Centre 32
La Garderie Pomme de Reinette (National Bank of Canada) 36
Fashion District Day Care (Operated by George Brown College) 40

5 Consortia: Or Why More Companies are Sometimes Better Than One 45

Profiles: Global Playhouse (Global Communications Ltd.) 47

6 Helping Parents Help Themselves: Child Care Information and Counselling Services 51

Profiles: Family Support Service (Great-West Life Assurance Company) 53
Childcare Advisory Line Limited 56

Chapter **Page**

7 Health Care and Child Care: An On-going Partnership 59

Profiles: Kolumbia Inn Daycare Society (The Fraser-Burrard Hospital Society) 61
Northwood Child Care Centre (Northwoodcare Incorporated) 66

8 The Developer and Day Care 71

Profile: La Garderie de la Place Ville-Marie (Trizec Equities Ltd.) ... 72

9 Child Care for Government and Crown Corporation Employees 77

Profiles: La Garderie Tchou-Tchou (National Film Board of Canada) . 78
Confederation Building Day Care Co-operative (Government of Newfoundland and Labrador) 83
Hydrokids Day Care (Ontario Hydro) 86

10 Work-Related Child Care in Special Situations: Meeting Families' Special Needs 93

Profiles: Edmonton Hospital Workers Child Care Society 94
Downs Children's Centre (Horsemen's Benevolent and Protective Association) 101
Nanisivik Day Care Centre (Nanisivik Mines Ltd.) 107

11 Labour Unions and Child Care 113

Profiles: YWCA and CUPE (Local 2189) 115
Canadian Auto Workers 115

12 Work-Related Child Care Today 119

13 Current Issues in Work-Related Child Care 123

14 Quality Child Care 139

15 The Future of Work-Related Child Care in Canada 145

References 147

Appendix: Annotated Bibliography for Further Reading on Work-Related Child Care 157

Bibliography and References 161

1

OVERVIEW

"We no longer have to run to the dictionary to look up the word 'day care'" is how one Canadian executive described the increased corporate awareness of the relationship between the workplace and child care. The provision of child care for the children of working parents has become a high-profile social, economic and political issue in Canada. It is being discussed by employers, labour organizations, parents, governments, and the media. In 1989, within only a few weeks, several articles on working parents' need for child care appeared in such diverse publications as *Report on Business Magazine*, *Saturday Night* and *The Corporate Ethics Monitor*.[1] In the past few years, both a federal task force[2] and a special federal commission[3] have reported on the need for child care in Canada today and in the future. All of the above have identified roles for business, labour and government in meeting this need.

This study provides information on work-related child care programs and services in Canada today. Such information may be of use to employers, employees, unions, professional organizations, parents and early childhood educators who wish to find out more about this topic.

Chapter 1 provides an overview on the subject of work-related child care programs and services. The main body of this report, Chapters 2-11, describes specific types of work-related child care programs. Chapters 12 through 15 feature key issues in work-related child care today as well as future directions. An annotated bibliography on work-related child care is appended.

Individual profiles represent more than 20 work-related child care programs or services based on on-site observations and interviews with corporate executives, program directors, union representatives, parents, private consultants, licensing authorities, and early childhood educators. The programs were selected after work-related child care programs were identified with the assistance of provincial and territorial licensing personnel and local experts. The following criteria guided the selection of programs presented:

- programs that were considered to be good quality work-related child care programs based on information from local and provincial experts;

- a cross-Canada selection of programs for geographical representation;

- programs in a variety of sponsoring companies and organizations (e.g., health care, financial services, unions, government agencies, property developers, communications, manufacturers, retailers, and natural resources companies); post-secondary institutions and military bases were excluded;

- programs which represented a variety of levels of employer involvement from start-up assistance through ongoing operational funding;

- programs representing a variety of models of work-related child care programs (on-site and off-site day care centres, information and counselling services, consortia, vouchers, etc.); and

- programs that had been established for several years or more and programs that were established relatively recently.

What Is Work-Related Child Care?

Work-related child care (also known as employer-supported child care or employer-sponsored day care) refers to the involvement and support by an employer, labour group, or other organization in the provision of a child care facility or the delivery of a service for the children of employees or members. Children from the community may also be included in these programs, but the primary target group is the children of employees or members.

The level of involvement by the employer, labour group or organization can vary from providing start-up costs through partial ongoing support to 100 percent coverage of the operating costs. The most frequent level of involvement is with the start-up and initial costs. The child care programs or services provided can vary in type from on-site or near-site day care centres to information and counselling services, cash subsidies or family day care networks. (Family day care is child care in the home of a non-related caregiver. Family day homes are sometimes organized under an administrative supervisory agency to form a network.) The impetus for developing work-related child care programs and services has come from a variety of levels within the organizations – from grass-roots efforts by parents to union negotiations to initiation by the senior management – or, in a few cases, from outside the organization.

The Way We Are

One of the major changes in Canadian society in the past 20 years has been the increasing number of women in the labour force – especially the number of women with young children. This phenomenon has been called "a demographic reality of tremendous import."[4]

The typical Canadian family no longer resembles the family within which many of us were raised. That "traditional" family in which father went off to work and mother stayed home with the three children and the family dog is no longer the Canadian norm. According to Statistics Canada data:

- the majority of all Canadian women are in the labour force;

- the majority of mothers in two-parent families are employed outside the home;
- the majority of women with school-aged children are employed;
- the majority of women with preschool-aged children are employed; and
- the majority of women with children under the age of three are employed outside the home.[5]

In addition, the percentage of single-parent families has increased, and the size of the family has decreased.[6] This means that there are now fewer options for in-family care for young children.

The Adapting Workplace

There have been changes in society, changes in the family and changes in the workplace. Canadian employers and employees are now dealing with the issue of the integration of work and family responsibilities. The workplace is adapting to today's social realities. There are more women in the work force, and this trend is expected to continue into the next century.[7] The majority of these women have family responsibilities that can impact on their work. Also, there is growing recognition that responsibilities related to children are responsibilities of both the father and mother. Fathers taking days off from work to care for sick children or to attend school events or to care for a newborn child are becoming more common and accepted.[8]

Many of the employers interviewed for this study commented on the need for skilled workers and the investment a company makes in training employees. One executive said, "Our objective is to attract employees, keep them, keep them *here*, and keep them happy because a happy worker is a more productive worker." There are obviously many factors that contribute to 'happy productive workers' who are able to integrate their work and family responsibilities in ways that satisfy both the employee and the employer. This publication examines selected work-related child care programs in Canada today and their role in helping to meet the child care needs of working families.

2

A NEW INSTANCE OF AN OLD IDEA

Background and History

Work-related child care has existed since the early days of the Industrial Revolution when the need for more workers led to the employment of women and children in factories. A few of the more enlightened factory owners or managers provided schools or care for the youngest of the children, sometimes teaching them useful skills and the "moral attitudes" conducive to becoming good workers at a relatively early age by today's standards.

Day care in Canada was begun in the mid-nineteenth century by religious, charitable and philanthropic groups to provide care for the young children of working mothers. Later, the need for women in the labour force during World War II led the federal government to pass legislation providing for federal-provincial cost-sharing to establish child care centres for the children of mothers working in war industries. Few provinces used this program, and after the war the funding ceased. The next round of development for work-related child care did not begin until the mid-1960s.

Recent Developments in Work-Related Child Care

In 1964, the first modern work-related child care program in Canada opened its doors at Riverdale Hospital in Toronto. This continuing care hospital began an on-site day nursery as a recruitment tool during a time of nursing shortages. The second work-related day care centre was established at the University of Alberta Hospitals in Edmonton in 1967. Several more programs were established during the early 1970s. The majority of these programs were associated with hospitals or other health care organizations. (For more information about the role of hospitals in work-related child care and a description of these programs, see Chapter 7.)

The majority of the present work-related child care programs in Canada have been established in the past 10 years. In 1976, there were 10 centre-based work-related child care programs.[1] In 1980, there were 46; in 1982, 60; in 1984, 79; in 1987, 85.[2] Today, there are approximately 100 of these programs across Canada. The majority of these programs are found in Quebec and Ontario. The most frequent sponsors of work-related child care programs are still hospitals and health care organizations.[3] Most of these programs are group child care centres at or near the workplace, and account for approximately 3 to 4 percent of the licensed group child care spaces in Canada.[4]

Profile

This and each of the next nine chapters contains a profile of one or more work-related child care programs exemplifying a specific type of program, sponsorship or clientele. These profiles of quality work-related programs from across Canada are included to provide the reader with specific examples of successful programs and resources for additional information.

The first of these profiles is of the Riverdale Hospital Day Nursery – it is especially appropriate to begin with this program because it was the first work-related child care centre in Canada in modern times.

THE RIVERDALE HOSPITAL DAY NURSERY
THE RIVERDALE HOSPITAL
TORONTO, ONTARIO

The Riverdale Hospital Day Nursery, the oldest work-related child care program operating in Canada, celebrates its 26th anniversary this year. It has now enrolled a child whose parent attended the day care centre when he was a child, which makes this the first "second generation" work-related day care program in Canada. The day care centre is located in the Riverdale Hospital, a 780 bed rehabilitation and continuing care hospital with 1000 full-time equivalent employees, over 80% of whom are women. This day care centre is also of interest as it is one of the few in Canada that is organizationally part of the hospital administrative structure. (The most frequent arrangement is for a work-related day care centre to be organized as a non-profit society separated administratively from the company or organization.)

Beginnings

In June 1963, the Riverdale Hospital expanded from 104 to 788 beds in response to the pressure at that time in Metropolitan Toronto for convalescent and long-term care facilities. This expansion required more staff and took place at a time when there was a shortage of nurses. The hospital administration and the hospital board decided that efforts beyond the usual advertising for staff would be required to recruit employees. It was then decided that an on-site child care facility would assist nurses with young children to return to hospital nursing if care for their children was easily available at reasonable cost.

Sufficient space for the day care centre was available in one of the hospital buildings, and no major alterations were required to meet the provincial day care regulations. The Riverdale Hospital Day Nursery opened in September 1964. The Executive Director of the hospital at that time credited the day nursery with helping to recruit nurses and permitted the hospital to operate at full capacity by March 1967.

The Facility

The Riverdale Hospital Day Nursery is located on the first and second floors of a small building linked by tunnel to the hospital. The location was originally designed for patient care and, with some modifications (e.g., the addition of child-sized washroom fixtures and repainting), was adapted for use as a day care centre. Later, additional space on the floor above the original area was added. There are now eight playrooms and six sleep rooms totaling more than 3500 square feet plus an outdoor playground with climbers, swings and other equipment located on the hospital grounds. In addition, the hospital itself is located in a park-like area and is close to city parks and the Riverdale Farm.

Parents and Children

The day care centre is licensed for 41 children from three months to five years of age. Currently, there are 23 children (10 infants, five toddlers, and eight preschoolers). This distribution of ages reflects the demand for infant care (there is a wait list for infant places). Most of the children begin the program as infants and stay until age five. When the day care centre has a vacancy, it is advertised within the hospital for one month and if no hospital employee enrolls her or his child, the place is made available to children from the community. There are presently three community children in the day care centre. The majority of the employees using the day care centre are mothers, and they work in all hospital departments including nursing, food services, and support staff. The day care centre tries to accommodate the child care needs of part-time employees and those on rotating shifts. The parents frequently visit their children during the day and sometimes assist on field trips in the community.

The Program

The day care centre is open from 7 a.m. to 5 p.m. Monday to Friday. These hours appear satisfactory for the users, since there have been few requests for extended hours or weekend care. The children's day begins with their arrival at 7 a.m. if the parent is working an early shift. The children are given breakfast and play in one of the playrooms until more staff and children arrive. They are then divided into groups by ages and go to their own playrooms where they participate in self-selected play activities until morning snack. After snack, the children play outdoors in the playground or go on walks to neighbourhood parks, the library, etc. There is a group circle time for songs, music and stories before lunch which is followed by nap time. In the afternoon, the children play outdoors, have a snack and then play in their playrooms until the parents arrive.

The day care and hospital's Recreation Therapy staff have developed an intergenerational foster grandparent program in which the children and the seniors meet for an hour once a week to participate in a variety of activities such as games, singing, and arts and crafts. In 1988, the day care children and the seniors prepared and presented a musical number at the hospital's Variety Show. The children have also been involved in other special events in the hospital such as Carnival, Wild West Day, Safety Week, and 1950s Day. Because this hospital is largely continuing care and not a general hospital, the children have more than usual access to the hospital building including the patient care floors. The children go trick-or-treating and Christmas caroling in the hospital and are a common sight on the elevator as they visit the carpenters, the hairdresser or one of their parents. These visits give the children a good idea of what a hospital is, where their own parent works and what he or she does there. The hospital staff and patients enjoy seeing the children on these outings and sometimes come to visit the children in the day care centre. During fire drills, the employees on the second and third floors above the day care centre are responsible for helping the day care staff safely evacuate the children. Some of these employees have been known to be disappointed if there are not enough children to "go around."

Personnel

There are six full-time staff in the Riverdale Hospital Day Nursery. Five of these are teaching staff, and the director has a half-time teaching/half-time administrative position. Four of the staff have completed their early childhood education training and the other two are currently completing their training. Many of the employees at the Riverdale Hospital are Canadian Union of Public Employees including the day care centre staff. Therefore, the day care staff receive the standard benefits of all employees at the hospital.

Administrative Structure

The Riverdale Hospital Day Nursery is organized as a non-profit day care centre that is part of the hospital organizational structure. The day care supervisor reports directly to the Assistant Administrator in Administration Services. The fees for the day care centre are approved by the hospital Board of Governors.

Costs and Funding

Because the original space available for the day care centre in the hospital required minimal renovation and adaptation, the start-up costs were modest. In 1964, the hospital paid $6000 for additional furniture (e.g., children's cots), equipment (e.g., slides, fencing, and sand) and toys.

The current parent fees for hospital employees are $151 a week for infants, $135 for toddlers, and $119 for preschoolers. Parents of the community children pay a few dollars more. The fees include breakfast, lunch and two snacks prepared by the hospital food services. To accommodate the changing work schedules of hospital employees, they are charged fees for only the days their children attend the day care centre; community parents are charged for a five-day week whether the places are used or not. These fees are at the lower end of the scale for similar Metropolitan Toronto day care centres.

In addition to the parent fees, the day care centre receives an operating grant from the provincial government and direct grants for staff salaries and benefits including staff development and in-service training. The hospital covers the part of the staff salaries not covered by parent fees as well as the rent, maintenance, utilities, food, and services within the hospital such as purchasing, payroll and duplicating. Various individuals and departments within the hospital and local community donate materials such as paper and toys.

Future Plans

The Riverdale Hospital has received provincial approval for an extensive redevelopment plan which will provide new and updated buildings and program facilities. As part of the redevelopment plan, it is anticipated that the day care centre will move to a main floor location with increased space in a new building.

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Several types of work-related child care programs can provide assistance to working families with young children. Each type has advantages and disadvantages. The next nine chapters will describe and discuss the different types of work-related programs found in Canada today.

3

CHILDREN AT THE WORKPLACE: ON-SITE PROGRAMS

The first modern work-related child care programs in Canada were all on-site day care centres. Most work-related child care programs are group day care centres where trained early childhood staff care for children in groups typically comprised of 15 to 25 children (there may be more than one group of children). The on-site day care centre is still the most common type of program. It may be located in an office building, hospital, factory, or on the grounds in very close proximity to the main worksite. The Riverdale Hospital Day Nursery profiled in the previous chapter is one example of an on-site day care centre.

Advantages of an On-Site Day Care Centre

Each business or organization is unique; what works for one may or may not work for another. There is variation among on-site day care centres in organization, clientele, budget, fees to parents, start-up costs, size, age of the children, staffing, hours of operation, etc.

There is also variation as to why a company, hospital or organization decides to develop an on-site day care centre for the children of employees. In some cases, there is no other space or existing day care centre in the vicinity of the company. For example, the National Film Board in Ville St. Laurent, Quebec, is located in a basically residential area and could find neither an existing day care program with vacancies nor a suitable building to rent. (This day care centre is profiled in Chapter 9.)

Sometimes there is space available in the office building, hospital or factory. The Confederation Building Day Care Co-operative in St. John's, Newfoundland, renovated a storage building for its day care centre (profiled in Chapter 9). Western Glove Works in Winnipeg was designing and building a new factory, so it was not difficult to allocate space for an on-site day care centre when the original architectural plans were being developed.

For some groups, an on-site day care centre is the best option to cover the hours the employees work. The Downs Children's Centre, at Assiniboia Downs Race Track in Winnipeg, provides child care for the people who own, train and race horses. These families often work a long day that begins early in the morning with exercising the horses and on race days continues through the evening until midnight. For this situation, an on-site day care centre has been very effective in meeting the employees' child care needs. (See profile in Chapter 10.)

Parents often mention that an advantage of an on-site day care centre is the proximity of the children. This is reassuring to parents in case of emergency or if the child becomes ill. Some parents enjoy sharing their lunch hour with their children at the day care centre. One hospital that had a day care program which included infants gave the mothers of babies who were being nursed on demand a beeper, and when the child was hungry, the mother was alerted.

Company executives often mention that an on-site day care centre has high visibility in the community and reinforces, in a very concrete way, the company's image as a good corporate and community citizen. One executive stated that the relatively new on-site day care centre had received more publicity than the company ever had. Other executives commented that an on-site centre humanizes the workplace, and one remarked that the only time she sees people smiling in the elevator is when the children from the day care centre are in the elevator.

Disadvantages of an On-Site Day Care Centre

The most frequently mentioned disadvantage of this type of work-related child care program is the cost. It is often expensive to renovate or build a day care centre that meets provincial licensing standards. (For a discussion of the problems of cost and meeting licensing regulations, see Chapter 12.) Renovation and start-up costs for the on-site day care programs described in this study were typically more than $100,000. Magna International built and equipped a large, new, state-of-the-art day care centre (profiled in this chapter) in one of its industrial parks in Ontario for $1.2 million. Some provinces have start-up grants to help with these costs but many provinces do not.

A group of employees may need child care now but may not in the future. An on-site day care centre may be a disadvantage in this situation if there will soon no longer be a need for it because of the changing demographics of employees' families. Some on-site day care centres find that after a few years, the majority of the children using the day care centre are from the community and not the company. For some companies, this is not a problem: Celanese Canada in Drummondville, Quebec, has an on-site day care centre that currently does not enrol any company children. However, the company has an older work force and will have many retirements in the next few years. These workers will probably be replaced by younger workers who most likely will have young families; so Celanese management sees the day care centre as a future resource. (See program profile in this chapter.)

Some parents prefer neighbourhood child care for their young children because they do not wish to commute long distances with their children and want the children to be with the neighbourhood children they play with and with whom they will attend school. One mother commented that the thought of trying to commute on public transportation with an infant, a preschooler, a stroller and a diaper bag was enough to make her not want to get out of bed in the morning.

Profiles

The following are profiles of four on-site day care centres, in four very different settings. Canadian National's day care centre is located in an office tower in downtown Montreal. Western Glove Works' day care centre was designed to be an integral part of the company's new factory and office building in the Core Area of Winnipeg. The third profile is of the day care centre located on the grounds of Celanese Canada in Drummondville, Quebec, and the fourth profile is of Magna International's day care centre located in an industrial park in Newmarket, Ontario.

LA GARE DE RIRES
CANADIAN NATIONAL
MONTREAL, QUEBEC

La Gare de Rires is an on-site day care centre located on the sixth floor of the Canadian National (CN) headquarters building in downtown Montreal. CN has approximately 20,000 employees in Quebec, of whom approximately 8700 work in the Montreal area in the two headquarters buildings, Central Station, and the Point St. Charles shops and yards. Approximately 13 percent of this work force is female. Canadian National was the first federal Crown corporation to initiate a work-related day care centre. Also, this was the first time CN employees had designed the form of an employee benefit.

Beginnings

La Gare de Rires opened in October 1986. Previously, interest in establishing a day care centre at CN had been expressed through the company's Employee Suggestion Plan, proposals by outside consultants, and employee requests to Employee Relations. The president and chief executive officer of CN at that time was Dr. J. Maurice LeClair, who had grandchildren and was aware of the difficulties some families can have in finding and keeping quality care arrangements for their children.

According to the project report on the establishment of the day care centre, Dr. LeClair stated in the 1984 Annual Report that "he had come to realize the social need for such a program and the benefits it could offer to employees who were parents too.... The Employment Equity section of Employee Relations was asked to make a proposal for a work place day care centre to the Social Responsibility Committee of Canadian National which, in turn, sponsored the project before CN's Board of Directors. Once approval was given, the mandate was returned to Employment Equity to implement the centre" (pp. 1-2). Other options for providing child care, such as referral services, purchasing spaces in other day care centres and subsidizing employees' child care expenses through a voucher system, were considered, but the on-site model was selected as being the most convenient for the employees and the most inexpensive option for CN in the long run.

In November 1985, a questionnaire was distributed by Employee Relations to all CN employees in the Montreal downtown core. Of the 235 respondents, 92 percent were interested in enrolling their children in the proposed day care centre on a regular basis, either full-time or part-time. Not one respondent to this questionnaire indicated that he or she thought the idea of the day care centre was a bad one. In addition, this questionnaire asked employees if they would be willing to volunteer their help in establishing the day care centre. Ninety-five employees, both parents and non-parents, volunteered. According to the project report, "in a large company such as Canadian National, there are all kinds of expertise to call upon in such fields as public affairs, administrative services, costing, finance, and marketing. Employees volunteered from all these areas of the Company. Other latent talent was also uncovered in such forms as a past president of a day care centre, past members of boards of directors of day care centres, past experience with parent-teacher associations, employees who have taken early childhood care courses, and a trained nanny among others" (p. 5).

In January 1986, a proposal for the day care centre was submitted to the provincial day care licensing agency. In February, an interim Board of Directors and six parent committees (Location, Rules, Finance, Activities, Staffing and Publicity) were established. A day care consultant was hired to help the parent committees. A general information meeting was held to explain to employees the day care centre and its operation. In June, CN departments were relocated and the renovation of the space selected for the day care centre was begun. There was an in-house competition to design the logo for the day care centre. Recruitment of the day care staff began in August; the director of the day care centre was hired for September 1, and the remainder of the staff for the end of September. The renovations were completed on October 3, an Open House for parents and children was held on October 5, and the program began on October 6, 1986.

The Facility

The parent committee responsible for the site location had identified five possible sites for a day care centre in the downtown area. It was determined that the best site from both the employees' perspective and the company's was the sixth floor of the System Headquarters building. The day care centre is now located there in an area that was previously used as an employee library. This space is on the same floor as the employee cafeteria, employee lounge, and recreation association offices. In addition, the sixth floor location had space for a roof-top playground (an outdoor playground is required for day care licensing in Quebec).

La Gare de Rires is approximately 3,800 square feet with another 1750 square feet for the playground. The day care centre is divided into four bright, attractive playrooms, a mini-gym, as well as a nursery room for the infants, divided into a playroom and a sleeping area. The design and renovation of the physical space was done by CN Administrative Services. The day care centre has a 10-year renewable lease on this space.

The Parents and Children

All of the children currently using La Gare de Rires are children of CN employees or the day care centre's staff. In the beginning, other nearby corporations were approached to see if they would be interested in reserving places in the day care centre in return for financial assistance. This plan was not successful. However, the day care centre is now operating near capacity with a waiting list for the infant places.

La Gare de Rires is licensed for 60 children from two months of age to six years, although, given the physical space available, 52 is a more realistic maximum number. Capacity has been defined as: eight children under 18 months, 12 children from 18 to 30 months, 16 from 2 1/2 to 3 1/2 years, and 16 children over 3 1/2 years of age.

As of March 31, 1988, 41.5 percent of the employees with children in the day care centre were mothers, 35.8 percent were fathers, for 20.8 percent both parents were CN employees, and 1.9 percent were "other" (i.e., the child of one of the day care centre's staff). These parents work in a variety of departments at CN. The parents serve on the Board of Directors of the day care centre and the subcommittees, as needed, and organize fundraising activities. In addition, other CN employees have volunteered to assist in the day care centre during lunch hours, two employees volunteered to play Santa Claus, and other volunteers help with typing, fundraising and nap supervision.

The Program

The day care centre is open from 7:30 a.m. to 5:30 p.m. from Monday through Friday. Almost all employees working in the CN headquarters building work from eight or 8:30 to 4:30 or five. There have been some requests for longer hours from employees who begin work before 7 a.m., others would like to be able to work after 5:30, and a few parents would like extended hours to cover split shifts and weekends.

The information brochure for the day care centre states that La Gare de Rires offers a bilingual, full-day program responding to the social, emotional, and physical needs of pre-school children. The children's day begins typically with free play activities in multi-aged groupings, and they are gradually separated into age-specific groups as the number of children increases. From about nine o'clock, the children participate in a combination of small group play and teacher-directed activities in their individual playrooms. This is followed by morning snack time and outdoor play until lunch time. After lunch, there is a quiet time and nap for those who need to sleep. After nap time, there is play time indoors and/or outdoors until the afternoon snack. The parents begin to pick up the children at four o'clock. The children frequently go on field trips to the library, aquarium, zoo, picnics in the park, strawberry and apple picking, sugaring off at a maple sugar farm, and from June through August the children are bussed to a nearby park two days a week. In addition, the children participate in activities at CN headquarters such as Christmas carol singing in the lobby and a Halloween parade through selected departments. There was also an open house for the day care centre's first anniversary.

Personnel

There are 13 staff employed in the day care centre: one full-time director, one administrative assistant, eight educators, and two assistants who replace staff during relief times and help with routine care and housekeeping. The teaching staff are bilingual and all have early childhood training through CEGEP and/or diploma or degree programs. Students from the local colleges do their practicum at La Gare de Rires. The salaries of the staff are considered to be comparable to those of other non-profit centres in Montreal. The staff has a 50/50 shared benefit plan that includes medical, dental, salary insurance, sick days, vacation time and paid statutory holidays; there is also provision for overtime pay, paid non-contact time for program planning, and parental leave.

Administrative Structure

The day care centre is organized as a non-profit, parent-run corporation. It has a Board of Directors consisting of seven voting members (i.e., CN's representative, five parents and the day care centre's director) and one non-voting member (i.e., a staff representative). The day care centre operates autonomously.

Costs and Funding

According to the project report, "La Gare de Rires was charged $133,000 for the renovations carried out to the site. [This amount is to be repaid by the day care centre over a 10-year period.] Administrative Services absorbed a number of indirect costs associated with the centre for such items as designing fees, floor and ceiling upgrading, etc. These items amounted to approximately another $50,000. There was no cross-charge between departments for the assistance supplied by the Law department, Public Affairs, or Finance. Cross-charges were received for Linguistic Services and Reproduction Services" (p. 20). Provincial government grants for renovations, equipment and other start-up expenses totalled $71,100. In addition, the CN Recreational Association donated $100 and a record player; other donations included a television set, two rocking chairs, books, wooden equipment, paper, toys, and wallpaper and fabric remnants from the CN Hotels. Fundraising activities included a raffle for a trip for two to Florida, and the sale of T-shirts and sweatshirts with La Gare de Rires' logo.

The 1989-90 operating budget is approximately $366,000. CN charges the day care centre rent and then donates this amount to the day care centre. The rent includes utilities, taxes, telephone, cleaning, and maintenance. The day care centre also receives an operating grant from the provincial government day care agency. Other sources of revenue are parent fees, donations, and fundraising. Fundraising provides resources to enhance the children's programs and purchase special equipment. Events include an annual lottery, 2 chocolate drives and bake sales.

Effective July 1989, the fees for La Gare de Rires are $17.50 a day for children over 18 months of age and $19 for those under 18 months. There is a reduction in fees of $2 a day if more than one child from the same family is attending the day care centre. There is currently one family with two siblings in the centre. These fees are similar to comparable day care centres in downtown Montreal. Fee subsidies are available from the provincial government for families that need financial assistance; two families receive subsidies. The fees include two snacks and a hot lunch which are catered by the Queen Elizabeth Hotel.

Future Plans

La Gare de Rires has been the subject of numerous media reports and receives frequent requests for information from other companies considering a work-related child care program. The day care centre has been considered as a possible model for CN's other regional headquarters. Future plans for La Gare de Rires include incorporating special programs such as music and movement into the day care program. The annual report of the day care centre stated that "Looking ahead, La Gare de Rires will continue to provide the best possible program for children and their parents, and favourable working conditions for the staff" (p. 3).

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Another example of an on-site day care centre in a downtown location is La Place Ville-Marie, a retail and office complex in downtown Montreal (profiled in Chapter 8). The following profile is an example of an on-site day care centre located in a factory in an industrial area of a city. Kid Gloves is a relatively new day care centre and was a part of the planning of a new factory.

KID GLOVES
WESTERN GLOVE WORKS LTD.
WINNIPEG, MANITOBA

Kid Gloves was designed and built by Western Glove Works as part of their new factory in the Core Area of Winnipeg. Western Glove Works is a privately owned corporation that manufactures jeans and casual cotton clothing. It employs a multi-ethnic work force (e.g., Philippino, Vietnamese, and Portuguese) of 500 employees of whom almost 90 percent are women. The company has a history of interest in children and has participated in fund-raising for the local children's hospital and children's charities. Recently, the children's television program *Sesame Street* filmed a segment at Western Glove Works on how a pair of jeans is made.

Beginnings

Western Glove Works has been operating in Winnipeg since 1921. A few years ago, the management decided that the company had outgrown its premises and began to look for a new site. The decision was made to stay in the central core of Winnipeg and, with the assistance of federal, provincial and municipal funds designated for urban renewal projects in the Core Area, the company built a new factory. In planning this factory, the partners considered the inclusion of various options for employees such as a clinic, health club and a day care centre. The garment industry is labour-intensive with a high rate of absenteeism and difficulty in recruiting employees. Also, as parents of young children, the partners were aware of the problems of working parents.

The development of the day care centre became something of a family project. The architect, who was an uncle of two of the partners, was so concerned about the physical environment of the day care centre that it is said he designed the factory around the day care centre. He decided on the siting and exposure for the day care centre before designing the factory and office sections. The wives of two of the partners have early childhood education training and one served on the committee that selected the director for the day care centre. Also, one of their children now attends the day care centre.

Although the management has a "hands-on" management style, they decided early on that day care was not an area of their expertise and that it was essential to select a qualified director and permit him or her to equip the centre and develop the day care program. The director was hired in January 1988 and, in addition to these tasks, she went to the factory to meet the employee groups and discuss the day care centre. She also sat at a table with the union representative in the employees' cafeteria to answer questions about child care and the new day care centre. Employees were surveyed about their child care needs and subsequently, specific groups received more information about the day care centre. Kid Gloves opened in April 1988 with four children, and the enrolment has increased steadily since then.

The Facility

Kid Gloves is highly visible, located at the front of the building facing a main street. The day care centre gets direct light through large windows in the shape of a circle, square and triangle. The community has come to identify and refer to the factory by these windows and the company business cards now include these three geometric shapes. The interior of the day care centre reflects the emphasis on colour, shape and openness that is seen throughout the factory and offices.

The day care centre is quite spacious, with 2609 square feet of indoor space and 1944 square feet of playground. This amount of indoor space is sufficient for 70 children, which is the legal maximum capacity for a day care centre in Manitoba. Because the day care centre was planned in conjunction with the factory as a whole, adequate space could be included more easily than if renovations to an existing facility or inclusion in the old buildings had been done. The day care centre is designed on an open plan with curved and angular walls and furniture and floor covering used to define areas. There are also a large bathroom area, a glass-enclosed office for the director, a staff room and several storage areas. The playground area is surrounded by a wooden fence and has a sandbox with brick walkway around it and is equipped with climbing structures.

Parents and Children

The management had decided that the day care centre should be available to both the employees and the community, although the children of employees would have priority. Kid Gloves is licensed for 40 children from two to five years. The current enrolment is 37 full-time children. The enrolment fluctuates as this neighbourhood is characterized by a transient population. The majority of the current children are two and three year olds. There is a waiting list for places for the younger ages, and special needs children can be accommodated.

The enrolment of the day care centre reflects the ethnic and cultural diversity of the surrounding community. There are children from Vietnamese, Philippino, East Indian, and Native families and a variety of language and economic backgrounds. The day care centre staff encourage input from the families about their traditions, holidays and customs and try to incorporate these whenever possible into the children's daily program. The parents will often provide their ethnic foods as gifts or on special occasions such as holidays or the children's birthdays. Many of these families are extended families that traditionally provide child care within the family setting. The younger workers are more likely to use the day care centre, although this is changing slowly as the employees learn more about day care and the day care centre. A few more parents from the office than the factory use the day care centre, although the number of factory people using the day care centre is increasing. Approximately 75 percent of the children in the day care centre are from single parent families, and 70 percent of the employees using the day care centre are the mothers of the children.

The parents are encouraged to visit their children when they wish and are able. The staff is beginning Parent Nights to promote more parent involvement in the day care centre. The other employees are aware of the day care children because of the high physical visibility of the day care centre and the children's visits to the cafeteria and parts of the factory to see where their parents work.

The Program

The day care centre is open from 7:15 a.m. to 6:15 p.m. Monday through Friday. The day care centre is open longer than the employees' working hours in order to accommodate the parents who work overtime and parents working or going to school in the community.

The program for the children is based on a play approach, and the children's day begins with self-selected play activities (e.g., water play, art, puzzles and table games) for those children who arrive at 7:15. The children spend the morning participating in these activities until it is time for clean- up and snack, which are followed by teacher-prepared activities based on the current theme. Some recent themes have been feelings, dinosaurs, space, pets and transportation. The children then spend about an hour outside before having a pre-lunch story time. After lunch is nap time, followed by the afternoon activity time and play time until snack. A group circle time of songs, music, movement and drama activities is followed by self-selected activities until the parents arrive to pick up their children.

Personnel

Kid Gloves has a staff of five full-time child care workers, two part-time child care workers, and a full-time director. All of the full-time staff have completed training in early childhood education. The day care centre also has student teachers from the local community college doing their practica and in the past has had extra staff funded by the provincial job strategy grants program.

The staff salaries at this day care centre are about average for the Winnipeg area. Salaries for qualified day care staff in Manitoba include provincial salary enhancement grants. After three months employment, the staff become eligible for the benefits package of the Manitoba Child Care Association, which

includes dental, health, extended health, long-term disability, life insurance and an RRSP plan. Western Glove Works provides free parking with plug, access to the cafeteria and a 30 percent discount on clothing manufactured by the company.

Administrative Structure

Kid Gloves is organized as a non-profit corporation governed by a Board of Directors. This board is composed of five members: three representatives from management, one from the union (United Garment Workers of America), the director of the day care centre, and a parent. The director is responsible for the day-to-day operation of the day care centre, which functions independently of Western Glove Works.

Costs and Funding

The building and start-up costs for Kid Gloves were $170,000. The day care centre received an $18,000 start-up grant from the provincial government. The current operating budget is $188,130, of which 85 percent is salaries. Western Glove Works covers the rent, cleaning, maintenance, and utilities. Additional funding of $3000 has been received from the lottery funds of the Manitoba Community Services Council. The day care centre receives a provincial operating grant of $968 per year per space which is paid monthly (i.e., approximately $3200 a month). There is also an audit grant of $1030 a year as the provincial government requires that all day care centres receiving grants submit three financial reports during the year.

The fees for this day care program are $13.20 a day, which is under the maximum fee for day care as set by the provincial government. Included in this fee are two snacks containing three food groups and a soup supplement for the children's lunch. The fees of thirty-three of the families using this day care centre are subsidized by the provincial government. The fees are the same for both employee and community families as provincial regulations do not permit a differential fee structure.

Future Plans

In the original design, space was provided for an infant room. Although there is a recognized need for infant care for the children of employees, the program has not yet been able to include infants due to the high cost of providing such care.

Contacts for more information about Kids Gloves Daycare:

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The following profile is of an on-site centre located on the grounds of a large manufacturer outside an urban area. This program is noteworthy because of the age profile of the work force and the company's attitude toward the present and future use of the day care centre by Celanese Canada employees.

LA GARDERIE SUR UNE PATTE
CELANESE CANADA
DRUMMONDVILLE, QUEBEC

La Garderie sur une Patte is an on-site day care centre at the Celanese plant in Drummondville. Celanese Canada manufactures textiles and chemicals and the Drummondville plant produces acetate yarns. There are approximately 475 employees at this plant. The average seniority of these employees is 16 years; 13 percent of the employees are women.

Beginnings

La Garderie sur une Patte has been operating at Celanese since July 1980. Originally, the day care centre was the idea of two women in the community and was part of Projet Jeunesse Canada in 1979. These women publicized the idea in the newspaper and afterwards had a meeting of interested people. Five committees were established to plan and organize the day care centre (i.e., on general regulations, organization, location, government subsidies and program). The day care centre opened in temporary premises in February 1980. The organizers approached Celanese about renting space for the day care centre. Celanese agreed to provide space if Celanese employees were given priority. Although Celanese employees have not been a majority of the users of this day care centre, Celanese views the centre as being good for the company, the community and of future use to their employees as the demographics of their work force changes. La Garderie sur une Patte moved to the present location on the grounds of the Celanese plant in July 1980. It was one of the first day care centres in Canada at a corporate manufacturing site.

Facility

La Garderie sur une Patte is located in a building near the front main gate of the Celanese complex. This building, which was previously a storage facility, was renovated to meet the licensing requirements for day care centres in Quebec (e.g., windows were enlarged to provide more light in the centre). The day care centre is approximately 290 square meters with an outdoor play area (1650 square meters) that includes climbing structures, slides, picnic tables and pathways for bicycles and wheeled toys. The day care centre has a light, airy, colourful playroom for each of the six groups of children. There is also a large kitchen and dining area as well as bathrooms, storage and the director's office.

Parents and Children

La Garderie sur une Patte is licensed for 58 children from 18 months to six years of age and operates at capacity. Currently, only one Celanese employee has a child attending, while in the past, five to eight children were from Celanese families. Celanese employees are given priority to enroll their children during the last 15 days in May; after that time, children from the community are accepted to fill any vacancies. The day care centre is highly visible and well-known to the employees; in addition, advertisements about the day care centre are placed in the factory.

The children are divided into six groups: 18 months to 2 1/2 years, 2 1/2 to 3 1/2 years, 3 to 4 years, two groups of four year olds and one group of five year olds who attend kindergarten in the public school half-time. There are two children with special needs enrolled in the day care centre (two of the educators learned sign language to communicate more effectively with these children). Most of the children attend the day care centre for three years or more. Although most of the children attend full-time, part-time children are accepted if there are openings. There is a waiting list of 35 to 40 children especially for the younger ages.

The parents can visit the day care centre when they wish, and the staff keep in contact with the parents through newsletters, telephone calls, brief notes, and regular conferences to discuss the children's progress. There is a meeting with parents in October to explain the program and other activities during the year (e.g., Christmas party). A second parent meeting is held to distribute the children's annual evaluation files.

The Day Care Program

La Garderie sur une Patte is open from 7:30 a.m. to 6 p.m. from Monday through Friday (the plant operates 24 hours, seven days a week). There have been no requests from the parents for extended hours. The day care centre closes the first two weeks in July (construction holidays), for the staff's annual holidays, and also during the Christmas holidays.

The staff provide a developmentally appropriate program for children in each of the different age groups. A typical day begins at 7:30 when the children begin to arrive. When most of the children have arrived, the staff take groups of children to their own playrooms for self-selected activities. After a snack at 9:30, the children participate in activities planned by the staff to develop specific skills. Lunch is served at 11:00 and 11:30. After lunch, the children brush their teeth and prepare for nap time. When the children awake (about 2:30), they play until snack about an hour later. The children then play indoors or go outside to play. As the children and staff leave at the end of the day, the remaining children are combined into one group. The day care centre closes at 6 o'clock.

Personnel

The teaching staff consists of a director and seven full-time and three part-time educators. Eight of the ten educators are qualified and meet the Ministry's requirements, while the other two are in training. The director is a nurse with an extensive background in special education and day care. In addition, there is a full-time cook who plans and prepares the children's snacks and lunches. All staff are women. There are ten staff meetings a year to prepare programming and share ideas, and two days are set aside for planning. The staff of the day care centre are also active participants in local and regional professional organizations and activities. The day care centre has a close working relationship with the other day care centres in Drummondville.

The staff salaries are a bit above the average for the day care centres in this area. Benefits for the staff include paid vacation, 10 sick days, one moving day, pay for attending evening staff meetings, family emergency leave and guaranteed employment after unpaid leave.

Administrative Structure

La Garderie sur une Patte is organized as a non-profit society. It has its own Board of Directors and functions autonomously from the company. The Board of Directors consists of four parents elected from the membership of the society, two staff of the day care centre and the director.

Costs and Funding

The total operating budget for 1987-88 for the day care centre was $230,920. Celanese provides the building, utilities and maintenance for $1 a year. The company has also provided office furnishings and equipment. The day care centre receives the usual day care operating grant from the provincial government.

Another source of funds is parent fees. In 1988-89, these fees are $70 per week for full-time. The part-time fee is $15 per day. The fees include one

snack and a hot lunch daily. There is a reduction in fees if more than one child from the same family is enrolled in the day care centre. One family has three children in the program. Financial assistance with the fees is available from the provincial government for those families who need help. Ninety percent of the parents of children attending the day care centre are subsidized, 75% of whom are granted the maximum amount.

Another source of income is fund-raising activities. A recent one was selling Christmas wreaths; the profits went for the purchase of toys. Donations of equipment (e.g., telephones for the children to use) are also received.

Future Plans

It is anticipated that the number of children of Celanese employees enrolled in the day care centre will increase in the next five years as the company hires more younger workers with families to replace retiring workers. Celanese views the day care centre as a long-term project.

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The last on-site day care centre profiled in this chapter is different from the previous ones in that it is located in an industrial park and is used by employees working in several Magna International facilities in the area. For some it is an on-site centre and for others it is an off-site centre. (Off-site centres are described and profiled in the next chapter.)

NEWPARK DAY CARE
MAGNA INTERNATIONAL INC.
NEWMARKET, ONTARIO

The Newpark Day Care is a large day care centre located in Magna International's industrial park ("campus") in Newmarket. Magna International produces automobile parts in plants in North America and Europe. It has more than 15,000 employees world-wide, approximately 6500 of whom work in the

Newmarket and surrounding areas; 44 percent of these employees are women. The company operates on varied hours; mostly on two shifts, five days a week. Magna has developed the Newmarket site into a campus which, in addition to company offices and plants, includes the day care centre. The employees with children in the day care centre work in the Magna plants in Newmarket and surrounding areas including the head office in Markham. Therefore, for some employees this day care centre is an on-site centre and for others it is an off-site centre which may be nearer their homes than their place of work.

Beginnings

In a company survey, employees identified the need for child care. The company looked at the various options for child care and decided to build a day care centre on the Newmarket campus. Construction began in the fall of 1985. An architect with experience in designing day care centres was hired to design the interior of the building. The director of the day care centre was hired in March 1986 to order the equipment and materials, plan the program and policies and hire staff. The policies were developed in conjunction with an advisory committee that included representatives from each of the plants. Magna employees were kept informed of the progress of the day care centre and architectural drawings and plans were posted in the plants. The day care centre opened in July 1986 with 11 children, and, as is common with new day care centres, its enrolment increased slowly. There was an open house for employees in September which was well-attended. One mother remarked that after seeing the day care centre she would *have* to send her children there – she later became a member of the day care centre's board and has been chairperson of the fundraising committee. By Christmas 1986, the day care centre had 56 children, and full enrolment was achieved within a year and a half.

The Facility

Newpark Day Care is a sprawling one-storey structure set on approximately two acres of the Newmarket campus. The day care centre has 9000 square feet of indoor space including six bright attractive playrooms with locker areas for the children, a gymnasium, a resource library for working with individuals or small groups of children, a reception area, a kitchen, a staff room, a director's office and storage areas. The space is efficiently and attractively designed to flow visually from one area to another. Doors from the playrooms access the children's playgrounds. There are three play areas totalling 13,500 square feet: one for the infants, one for the toddlers and one for the preschoolers. These playgrounds are separated by fencing but are accessible by way of a common shed and are visually continuous. The playgrounds are well-equipped with developmentally appropriate materials such as climbers, slides, a play house, bike paths, and sand areas.

The Parents and Children

Newpark Day Care is licensed for 90 children from six weeks to five years of age: 10 infants, 25 toddlers, and 55 preschoolers. All of the children in the day care centre are from Magna families and are admitted on a first come, first served basis. Although employee families need more infant places, the number of infant places was reduced because of the cost of providing infant care and the difficulty of getting trained infant staff. This situation is seen in other day care centres as well. The children stay in the day care centre until they go to grade one and some attend kindergarten (if the parents can arrange transportation to kindergarten at the local elementary school, the children may attend the day care centre for the rest of the day).

The families using the program represent a wide range of departments in the company. Parents from diverse departments and levels within the company get to know each other and this helps to break down job barriers and promotes a family feeling toward the day care centre. For some of the children, both parents are Magna employees; among the others, the parent-employee is either the mother or the father in about equal numbers. There is some attrition in enrolment, and this is is attributable to the parents leaving the company or moving or the children reaching school-age. The parents can participate in the day care centre by serving on the board or fundraising projects, or attending Parents' Nights.

The Program

The day care centre is open from 6:15 a.m. to 6 p.m. Monday through Friday. There have not been requests for extended hours even though the plants operate for longer hours. Originally, the day care centre opened at 6:30 because the line at the plant begins at 6:45; however, this caused too great a rush especially for parents with infants who have to drop off food and diapers and discuss the child's night with the day care staff. The opening time was moved to fifteen minutes earlier to accommodate these parents. The children of parents on the day shift arrive between 6:15 and 7:30 followed by the children of parents who work in the offices at about eight o'clock. The parents who work in the plants begin to pick up their children at 3:30.

The philosophy of Newpark Day Care is to provide for the individual child within the context of the group. Opportunities for independence, creativity and cooperation are provided. Each of the classrooms has its own daily schedule. Typical daily activities can include self-selected activities (e.g., water play, painting, clay, puzzles, table games), circle times, music, games, stories, cooking, snacks, lunch, nap/quiet time, outdoor play and large muscle play in the gymnasium. The children go on field trips around the campus and in the community; recent trips have been to the zoo, hospital, sugar bush, library, post office, fire hall, and Simeon Park (a conservation area owned by Magna). The children enjoy going to get the mail at the company mailroom and trick-or-treating at the campus divisions where their parents work.

Personnel

Newpark Day Care has a staff of 16 full-time teachers, a director, an assistant director, a cook, and a housekeeper. There are also three substitute teachers available when needed. The majority of the staff have completed their early childhood education training; others are taking night courses. Some of the infant staff have nursing training. All the staff participate in regular professional development activities. The staff salaries are competitive for day care centres in this region. Staff benefits include Ontario health insurance, medical, dental, vision, life insurance,disability insurance, and short-term leave. There was no staff turnover in the first year and a half that the day care centre was open; and the turnover since then has been minimal (much below the average for day care centres).

Administrative Structure

The day care centre operates under what might be termed a two-tiered administrative structure. The staff are considered employees of Magna International and the director reports to Employee Relations, but she also reports to the Board of Directors of the day care centre. This board is composed of 10 parents from the families using the day care centre and two representatives of the company. The board deals with the policies, budget and fees of the day care centre. The director is responsible for the day-to-day operation of the day care centre.

Costs and Funding

Magna International covered the costs of building and equipping the day care centre; the total start-up costs were $1.2 million. There was a $55,000 provincial government start-up grant. Magna International covers the cost of the building, maintenance and any shortfall in operating costs (the latter is about 40 percent of the total budget at present). The day care centre receives a direct operating grant each year from the Province of Ontario, based on a Ministry formula which includes the number of children in the day care centre, their ages, and hours of operation.

Another source of revenue for the day care centre is parent fees. The original intent was for the operating budget of the day care centre to be met by parent fees and provincial operating grants. When the day care centre opened in 1986, the fees were $50 a week per child payable through payroll deduction. This was modified to a sliding fee scale. The highest fee on this sliding scale was $105 per week; the majority of the families using the day care centre paid about $70 a week. Financial subsidies are available from the municipal government for families who qualify; 17 children are currently receiving these subsidies. The fees include two snacks and a hot lunch daily for the toddlers and preschoolers. The present Fee Structure is: $115 per week for infants; $95 per week for toddlers and $85 per week for preschoolers.

Magna offers a subsidy for those who qualify. There is a reduction of 10 percent off the fees of the older child where there is more than one child.

Future Plans

Magna hopes to provide additional day care services on Magna industrial campuses for Magna employees in the future. The Newpark Day Care has developed a high profile within the community and the province. Magna management and supervisors are aware of and generally supportive of the day care centre. The day care centre receives many visitors, including architects studying the design of day care centres and groups interested in beginning a work-related day care program.

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These four profiles illustrate some of the variation found within even one type of work-related child care program. The next eight chapters contain additional profiles of a variety of work-related programs beginning with off-site centres.

4

CHILDREN NEAR THE WORKPLACE: OFF-SITE PROGRAMS

Most of the work-related group day care centres in Canada are on-site. There are also, however, quite a few off-site (also termed *near-site*) day care centres for the children of employees. An off-site day care centre may be housed in a local school, community centre, church, or other facility. Typically, "off-site" means not very far from the main workplace: some are within walking distance and most are within a 10 minute drive by car or public transportation.

Why Off-Site?

At first thought, it might seem that an on-site centre would be more desirable than one located away from the work place, even if nearby. The most frequent reason given for developing an off-site day care centre is that no suitable on-site space was available. The amount of space required for a day care centre is determined by provincial licensing regulations (based on a specified number of square feet or metres per child). One company originally identified a space in its building for a day care centre and assumed it would easily accommodate 100 children. When the licensing staff did its calculations, the space was deemed sufficient for only 40 children. Many planning committees and architects, without experience in early childhood education, are amazed at the amount of space required for a day care centre. Most of the day care centres profiled in this study have more than 3000 square feet of indoor space.

Added to the concern about the amount of space is the suitability of the space. There may be sufficient space but the space may not be a good location for children because of safety or other reasons. A common dilemma of companies in urban environments is the shortage of "green space" for the children's outdoor playground (a licensing requirement for a day care centre). Such space may only be attainable off-site. Other companies that have multiple sites have found that the most equitable and convenient option for their employees is an off-site day care centre that is relatively near to each of the worksites.

The Downside of Off-Site

Most of the disadvantages of on-site day care centres described in the previous chapter apply to off-site centres as well. In addition, the parents may not have the option of visiting their children in the day care centre during breaks or lunch time because the centre is too far away for the time available to the employees.

Because an off-site centre is located away from the employee's place of work, more commuting, transportation or an extra stop may be involved. For some people, this is a negative factor. One survey of Canadian parents regarding the criteria they used in selecting a child care program found that a neighbourhood location was preferred by many parents.[1] Another study which compared the reasons employees did or did not use the work-related off-site day care centre found that the non-users had a strong preference for neighbourhood care, while the parents using the off-site centre did not object to commuting with their children.[2] There is also empirical data from the United States which suggests that parents are unlikely to use child care that is more than 30 minutes from their home.[3] A Canadian study of work-related day care supports this finding.[4]

Profiles

Three examples of work-related off-site day care programs are profiled in this chapter. These were selected to illustrate the diversity that is common even within one type of work-related child care program. The first profile is of Southland Corporation's (7-Eleven Stores) off-site day care centre, which is located in a church in a suburb of Vancouver. The second is the National Bank of Canada's off-site centre in downtown Montreal, which is located a short subway ride from the main office. The third is the Fashion District Day Care located in the garment district of Toronto. (Other off-site work-related programs are Global Playhouse, profiled in the next chapter, and the Edmonton Hospital Workers Child Care Society programs, which are profiled in Chapter 10.)

7-ELEVEN DAY CARE CENTRE
SOUTHLAND CANADA, INC.
BURNABY, BRITISH COLUMBIA

The 7-Eleven Day Care Centre is an off-site centre for the employees of Southland Canada and the community. Southland Canada is a division of the Southland Corporation of Dallas, Texas, a privately-owned corporation. It is the largest convenience store retailer in Canada with 514 stores, 150 of which are located in British Columbia. The corporation employs 6500 people in five provinces from British Columbia to Ontario. The Canadian national office is located in Burnaby, B.C., and of the 1500 employees in B.C., 1050 work in the Lower Mainland. Approximately 65 percent of these employees are men. The 7-Eleven Day Care Centre is the oldest employer-supported child care centre in the private sector in British Columbia.

Beginnings

The idea for the day care centre originated with the vice-president General Manager, Frank Farr, who had operated food stores in Britain that had

supervised play areas for the children of the shoppers. Seven years ago, he decided to implement a day care centre for the children of 7-Eleven employees in the Lower Mainland. According to a 1988 company press release, "After surveying the needs of Southland employees it became apparent to him that there was a need for a company-operated facility which provided services at a subsidized rate. It was his view that private industry should assume more of a role in providing social and economic benefits for employees." 7-Eleven has a strong corporate policy of providing excellent benefits for employees as well as maintaining an image as a good community and corporate citizen (e.g., sponsoring fundraisers for muscular dystrophy).

The planning and development of the day care centre was done by the Human Resources Department with in-house assistance from other departments such as Real Estate, which identified possible sites in the community, and Construction, which oversaw the renovation work. In addition, other employees and departments donated materials that could be used in the day care centre. A director for the day care centre was hired three months before the scheduled opening. She was responsible for the detailed organization of the program and the ordering of the equipment and materials for the children. The interval from the decision to establish a day care centre to its opening on June 21, 1984, was nine months.

Facilities

The 7-Eleven Day Care Centre is located approximately 5 km from Southland's national office on the ground floor of a local church and, coincidentally, half a block from a 7-Eleven store. The company had originally looked at houses as a site for the day care centre but ran into problems with municipal zoning regulations which prohibited day care centres in residential areas. The day care centre consists of 2800 square feet divided into a very large playroom, a nap/quiet room, a kitchen, a bathroom and a laundry room. The playroom is decorated with bright murals on a nursery rhyme theme; these murals were painted by the husband of a 7-Eleven employee. The playroom is divided into learning centre areas (e.g., blocks, table toys, puzzles, book corner, water play). There is a 1200 square foot playground equipped with climber, swings and sand immediately adjacent to the day care centre in addition to two nearby parks.

Parents and Children

7-Eleven employees are typically young, single, male and just beginning their careers. The company has an employee turnover rate of approximately 110 percent. The day care centre can be used by any 7-Eleven employee and is currently used by both the retail and the office employees. New employees are told about the day care centre when the benefit package is explained. The day care centre (including any openings) is mentioned frequently in the monthly in-house newsletters. The 7-Eleven Day Care Centre has also received attention from the visual and print media.

The day care centre is licensed for 25 children. The original age distribution was from 18 months to five years. Currently, the centre accepts children from 36 months to six years of age. Because the day care centre was running at a deficit, it was decided to not take the younger children because provincial regulations for that age group require more staff and therefore the expense increases.

The current enrolment is 24 children from three to almost six years of age (the majority are three year olds). The day care centre keeps two places open for additional 7-Eleven employees who wish to enrol their children, since 7-Eleven employees have priority. Of these 24 children, 10 are from 7-Eleven families; the rest of the children are from the community. This ratio of company to community children changes over time. Three of the 7-Eleven children have both parents working for the company; one has a mother employed by 7-Eleven and one a father as the employee. One 7-Eleven employee moved to an apartment across the street from the day care so that her child would be closer to the day care centre. Three employees who left 7-Eleven have kept their children in the day care centre as community children. Parents are encouraged to participate in the day care program if they can (e.g., sharing a special family holiday celebration with the children, taking photos, making goodies and helping at special events such as the Halloween party and field trips).

The Program

The 7-Eleven Day Care Centre is open from 7:30 a.m. to 5:30 p.m. Monday through Friday and closed all statutory holidays. There have been requests for extended hours but not for weekend care. The day care centre did lengthen its day by one hour in 1986 but there was not sufficient use of the extended time to justify its continuance. Any special requirements for occasional longer periods of care are handled on an individual basis by the day care centre staff.

The stated philosophy of the day care program is that of "a low-pressure play based program. Pre-school children learn through their play and the program includes both indoor and outdoor play periods, stories, music, rhythm and a variety of creative activities" (*7-Eleven Operating Policies*, p. 8). A typical day begins with quiet activities and perhaps breakfast for the early arrivals. This is followed by a self-selected activity time when the children can play in the several learning centres described above. After a clean-up time and a circle time of group discussion and games, the children wash up and have snack between 9:30 and 10 o'clock. The children may then return to their play or go on an outdoor walk or field trip (e.g., Science Centre, fire hall, park, library). Lunch time begins about noon and is followed by nap time for the younger children while the 2 kindergarten-aged children are taken to the nearby public school. The afternoon snack at about 2:30 is followed by play activities inside or on the playground. The children then participate in quiet activities or games until their parents arrive. Many of the children's activities are organized around themes such as Halloween, autumn, space, sharing, and dinosaurs.

Personnel

The day care centre staff includes one full-time director, two full-time educators, and one part-time person. All of the full-time people have their early childhood educator's certificates. The day care centre is also used as a practicum placement for early childhood training programs from the local community colleges. In addition, the director serves as a resource person on child care for other Southland employees and has helped families find child care for infants, provided information on subsidies, and arranged for family counselling.

The day care centre staff are employees of Southland Canada and have the same benefits package as other employees. These benefits include medical, dental, extended health, life insurance, profit sharing and educational reimbursement. The salaries of the day care centre staff are a bit higher than in other comparable centres and are close to those of the unionized day care centres in the Vancouver area. The turnover rate of the day care staff is below the average for day care centres in this area.

Administrative Structure

The 7-Eleven Day Care Centre is a department of the company and the day care centre director reports to the Benefits Manager. The company handles the administrative tasks such as accounting, and printing of the monthly newsletter.

Costs and Funding

The initial costs for renovations and start-up were covered by Southland Canada. The start-up costs were $25,000. The 1988-89 operating budget for the day care centre is $98,000. In 1987, the day care centre had a deficit of approximately $25,000 which was a significant reduction from the year before. The deficit is due primarily to the less than capacity enrolment and the subsidizing of fees for the children of 7-Eleven employees. The company considers day care to be a benefit which, like the dental plan, costs the company money.

Effective January 1, 1990, the parents' fee for the day care centre is $375 a month for community children; 7-Eleven employees pay a reduced fee. Financial subsidies are available from the provincial government for families meeting certain criteria; four of the 21 children currently enrolled in the day care centre receive provincial subsidies. The fees include two substantial snacks per day and milk at lunch. The children bring their lunch and sometimes breakfast which can be warmed in the microwave oven. There is also a $25 toy replacement fee, which is payable with the first month's fees.

In addition, the day care centre has several activities during the year to raise money for toys and equipment. Some recent fundraisers have included raffles, a bake sale, and hot dog lunches (the hot dogs are donated by 7-Eleven).

Future Plans

Southland Canada receives at least one inquiry a month about their day care centre from other companies. The 7-Eleven Day Care Centre is featured in a video on employer-sponsored day care produced by personnel from Douglas College and the University of British Columbia. There are discussions on the possible expansion of the information and referral aspect of the day care director's job and the need for a program for infants and toddlers.

Contacts for more information about the 7-Eleven Day Care Centre are:

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Judy Anderson
Director
7-Eleven Day Care Centre
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The second profile is an off-site day care centre located in a very different setting. The day care centre for the employees of the National Bank of Canada is located in downtown Montreal in one of the bank's buildings near the head office.

LA GARDERIE POMME DE REINETTE
NATIONAL BANK OF CANADA
MONTREAL, QUEBEC

La Garderie Pomme de Reinette is an off-site day care centre for the employees of the National Bank of Canada in downtown Montreal. The National Bank of Canada is a chartered bank with 603 branches across Canada and overseas with its headquarters in Montreal. It employs 13,000 people of whom 3000 work at the three headquarters buildings (approximately 65 percent of these employees are women). The National Bank of Canada was the first private company in Quebec to establish a work-related day care centre.

Beginnings

The idea for establishing a day care centre came from the requests of some employees and from the bank's senior management level. The senior vice-president of administration, Humberto Santos, expressed a concern about humanizing the workplace and saw the provision of day care as "one aspect of this total approach" (*Business Report*, February/March, 1983). The senior management, which was all male, perceived the establishment of a day care centre as a means to help the employees, and promote a good corporate image in the community that was in keeping with the bank's equity program. The Provincial Bank of Canada had begun building a computer centre in 1979 which had sufficient space on the ground floor for a day care centre when it merged with the Banque Canadienne Nationale to form the National Bank of Canada. The day care centre was planned by a special committee of National Bank employees. This committee determined what was needed to meet the regulations for day care centres in Quebec and, with the assistance of in-house expertise (e.g., architect, accounting, legal department), planned the day care centre and hired the director. No outside consultants were used. The day care centre opened in May 1980 at its present location on Viger Avenue. In 1990, the day care centre is scheduled to move across the street into a new building housing the Master Card processing centre. This will be a larger space for the day care and will permit the accommodation of more children to meet the current demand for more day care places.

Facility

La Garderie Pomme de Reinette is located in the bank's data processing centre, which is a security building. This building is two subway stops from the main headquarters building. The day care centre is located on the ground floor with an outdoor playground (approximately 1000 square feet) immediately adjacent to the centre. The day care centre of approximately 4000 square feet is designed on an open area plan with the main room divided into four approximately equal play spaces. There is also an infants' room with an adjacent sleeping area for the youngest children. In addition, there is an office for the director and a kitchen for preparing meals and snacks.

Parents and Children

The day care centre may be used by the children of bank employees who work in one of the three headquarters buildings in downtown Montreal. At least one parent must be an employee of the bank, and priority is given for a second child in a family since the day care centre has a policy of keeping children from the same family together whenever possible. There are currently six families with more than one child in the day care centre.

La Garderie Pomme de Reinette is licensed for 30 children from two to six years of age and for 12 infants from three months of age. (The centre only accepts nine infants because only nine cribs fit into the sleeping room). The

centre's average attendance is 40 children a day. There is a very long waiting list, and many employees put their name on the waiting list as soon as the pregnancy is confirmed!

The employees whose children use the day care centre work in many departments of the bank from auxiliary staff to senior management. Currently, 33 of the parent-employees using the centre are mothers and 13 are fathers. Parents can be involved in the operation of the day care centre by attending general meetings or by seeking a seat on the Board of Directors. They can also serve on one of the three parent committees (pedagogy, policy/rules, or personnel), attend regular parent meetings and special events, or visit their child during the day depending on their work schedule. Parents can make suggestions to the Board, which includes parents and bank representatives, regarding improvements and changes in the operation of the day care centre.

The Program

La Garderie Pomme de Reinette is open from 7:00 a.m. to 6:00 p.m. from Monday through Friday. Bank employees work from eight or 8:30 to 4:30 or five o'clock except for security and some data processing people. Because the hours of the day care centre match those of the bank, there have not been many requests for different or additional hours.

Most of the children arrive with their parents before eight o'clock, and some children eat their breakfast at the day care centre. The first hour or so is spent on activities prepared by the educators. After a snack, the children participate in play activities and then clean up. The schedule is as follows: 7:00 a.m. – 8:30 a.m. play activities and breakfast; 8:30 a.m. – 9:30 a.m. organized activities; 9:30 a.m. – 10:00 a.m. snack and clean-up; 10:00 a.m. – 11:30 a.m. organized activities. However, on many mornings the children go on field trips in the community. Some recent field trips have included the theatre, museums, gardens, concerts, IMAX cinema, swimming and visits to Santa Claus. Nap/quiet time is followed by a snack and play activities until the parents arrive at the end of the day.

Personnel

The number of staff needed is determined by the provincial day care regulations, which require one educator for every five infants and one educator for every eight children over 18 months of age. The day care centre employs a total of 11 staff: a director, an assistant director a cook (a trained food technician who plans all the meals and snacks and bakes treats such as birthday cakes), one educator for each of four groups of eight preschool children, two educators for the infant group, and two part-time staff who fill in where needed. All staff members except the cook have early childhood education training. The staff has a complete benefits package which includes medical, dental, insurance, flex-time, sick days and holidays.

Administrative Structure

La Garderie Pomme de Reinette is a non-profit society and is a separate organization from the bank. The day care centre has a Board of Directors, which includes the day care director, two representatives of the bank and five parents, three of whom must be bank employees. The day care staff are employed by the day care society and are not employees of the National Bank of Canada. Decisions governing the operation of the day care centre are made at the monthly meetings where the parents can express their opinions and ideas.

Costs and Funding

The National Bank of Canada did the renovations to the building and covered the other expenses of beginning the day care centre; the total start-up costs were approximately $300,000. The budget of the day care centre is approximately $325,000 a year. The bank pays the rent (which in downtown Montreal is a substantial amount), utilities, telephone, insurance, and also offers in-house expertise in a number of areas, such as accounting, employee benefits, hiring, etc.. The bank will also cover the cost of the preparation of the new day care centre and the moving expenses. Additional funding comes from the Province of Quebec operating grant to the day care centre and from parent fees.

The fees paid by the parents are $15.50 a day for full-time care and $17.50 for part-time; there is a reduction of fees for the second child in a family. These fees are a bit lower than those of comparable centres in downtown Montreal. Included in the fees are lunch and two snacks; breakfast is available at no cost. Subsidies from the provincial government are available for parents needing financial assistance.

Future Plans

La Garderie Pomme de Reinette will move to the new building when it is completed in June 1990. This new location will have more space, and the day care centre will be able to expand its enrollment to 60 children to help meet the need of employees of the National Bank of Canada for quality child care.

Contacts for more information about La Garderie Pomme de Reinette are:

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The last day care centre profiled in this chapter is interesting because of its collaborative beginning and its service to one type of industry rather than just one company.

FASHION DISTRICT DAY CARE
OPERATED BY GEORGE BROWN COLLEGE
TORONTO, ONTARIO

Fashion District Day Care is operated by George Brown College in the heart of the Toronto Fashion District. The day care centre has the dual function of the providing quality care for the children of people employed in the manufacturing part of the fashion industry and also of being a laboratory school for the early childhood education and day care assistant programs of George Brown College.

Beginnings

The Fashion District Day Care opened in October 1987 as a result of the collaborative efforts of the Fashion Industry Liaison Committee, the City of Toronto, and George Brown College. The Fashion Industry Liaison Committee recognized that its predominantly female work force needed child care to be able to work outside the home. In 1987, the City of Toronto was encouraging the development of more child care programs in the central areas of the city. A plan was developed for a near-site day care centre for the children of fashion industry employees. The City Council approved the funding to renovate a city-owned building in the heart of the Fashion District. Additional financial support came from the fashion industry and the Province of Ontario.

The industry committee recognized that they did not have the expertise to develop and operate the day care centre, so George Brown College was approached to be the operator. The college agreed to run the day care centre as a laboratory school for the training of early childhood and day care assistant students. The staff from George Brown College participated in the design and planning of the day care centre. The industry, union (International Ladies' Garment Workers' Union) and the day care staff distributed questionnaires to ascertain employees' child care needs and also publicized the new day care centre. The day care centre staff went to the factories to meet the parents, explain the program and answer questions. Notices were put up in the factories and in the union publications. The recommendations of other parents were very important in the day care centre reaching full enrolment in only a couple of months after opening (12 to 18 months is a more typical time span for a day care program to achieve full enrolment).

The Facility

The Fashion District Day Care is located in a large multi-storied brick building on Richmond Street close to several garment factories. The day care centre was designed by an architect with considerable input from the day care staff. The design philosophy, which combined the concepts of openness and connectedness, is seen in the playrooms which access each other visually and the shared spaces (e.g., washrooms) which permit access by the children to the other playrooms. The main floor of the day care centre covers 4000 square feet and includes four bright, attractive, well-equipped playrooms for the infants, toddlers, and junior and senior preschoolers as well as the kitchen, director's office, and storage areas. An additional 2000 square feet of space in the basement is used for special projects and activities needing a large space (e.g., music and movement or large muscle play). There are two playgrounds: a smaller play area adjacent to the infant and toddler playrooms and a larger roof-top play area for the preschoolers (total of 2000 square feet).

Parents and Children

The Fashion District Day Care Centre is reserved for the children of people employed in the manufacturing end of the fashion industry in Toronto (although not necessarily employed in the Fashion District). The day care centre is licensed for a capacity of 64 children. The children are divided into five groups: 10 infants (six weeks to 18 months), 10 toddlers (18 to 30 months), 16 junior preschoolers (through three years) and 16 senior preschoolers (four and five year olds) and 10 kindergarten. Priority is given to children with a sibling already enrolled in the day care centre.

The families currently using the day care centre tend to be Chinese-speaking, two-parent families in which the mother is working in the fashion industry. The day care centre staff encourage parent input into the program and communicate with the parents regularly with newsletters and announcements in English and Chinese. The parents often visit the children during lunch hours. English-as-a-Second Language classes are also available for the parents.

The Program

The Fashion District Day Care Centre is open from 7:30 a.m. to 5:30 p.m. from Monday through Friday. The children's program is a play-based program that provides for both group experiences and individual needs through a balance of cognitive, social, emotional and physical activities. There is a multicultural emphasis that reflects the backgrounds of the children as well as the cultural diversity of society. This is seen in the activities planned for the children, the food served, the displays and notices on the walls and bulletin boards and in the multicultural backgrounds of the day care centre staff.

The preschool children's day begins with self-selected activities from a wide variety of options (e.g., puzzles, books, art activities, construction materials, dramatic play). After the morning snack, the children play outside for an hour. This is followed by a group time of songs, stories, language activities and games. After a hot lunch, there is a nap time until 2 p.m.; for those children who do not need so long a rest, there are quiet play activities. Following the afternoon snack, the children play outdoors for an hour. There is a short group time after this, and then the parents begin to arrive. The children go on numerous trips in the community throughout the year; e.g., neighbourhood walks, the zoo, Riverdale Farm, Harbourfront, the Beaches.

Personnel

There is a permanent staff of 12: nine teachers (two are Chinese-speaking), a director, a cook, and a part-time secretary. Because the Fashion District Day Care Centre is a lab school for George Brown College, there are also student teachers. All of the regular teaching staff have completed early childhood education training and some have completed advanced work as well. All teachers in this day care centre are required to have early childhood education training because this centre serves as a training facility for the college.

Administrative Structure

The organizational structure of this day care centre is different from most work-related programs because, as a laboratory school, it is part of George Brown College, which is responsible for the operation of the day care centre. The staff are employees of George Brown College. There is an Advisory Board composed of four parents, the day care centre director, the manager of day care operations, two representatives from the City of Toronto and two from the fashion industry. This committee meets four to six times a year to discuss and advise on day care issues and policies.

Costs and Funding

The start-up costs for the Fashion District Day Care Centre were shared among the City of Toronto, the Province of Ontario and the fashion industry.

The City Council of Toronto funded ($300,000+) the renovation of the building, which remains city property. The day care centre received a $55,000 start-up grant from the provincial government and an additional $50,000 for materials and equipment from the fashion industry. The 1989 operating budget was approximately $400,000 per year. The City of Toronto rents the building for $1 a year, which includes maintenance and utilities. The fashion industry contributed additional funds to help subsidize parent fees. The remainder of the yearly costs are covered by George Brown College as the cost of operating the lab school. The day care centre also receives donations of materials for the program from the fashion industry (e.g., fabric, spools, toys) and is said to have the best collection of buttons of any day care centre in Toronto!

The 1990 fees are $630 per month for infants, $580 for toddlers and $525 for preschoolers (two snacks and a hot lunch daily are included). The fees for kindergarten are $525 including one snack and one hot lunch daily These fees are at the low end for day care centres in downtown Toronto. Subsidies are available from Metro Toronto Services and the fashion industry for those families who qualify; 95 percent of the parents receive subsidies.

Future Plans

George Brown College also operates day care centres in other work-related settings; such as Waterpark Place Day Care and Queen Street Day Care. In addition, in 1990, they are opening a day care centre at: the Baycrest Centre for Geriatic Care; the Scotia Tower; and a day care centre in co-operation with Mount Sinai Hospital and the Toronto General Hospital. Fashion District Day Care is a high profile program which is well-received and popular with both the employers and the employees of the Fashion District.

The contact for further information about the Fashion District Day Care operated by George Brown College is:

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The Fashion District Day Care began as a collaborative effort. The next chapter discusses and profiles consortia which extend the collaboration concept to include not just the beginning stages but the operation of the child care program.

5

CONSORTIA: OR WHY MORE COMPANIES ARE SOMETIMES BETTER THAN ONE

A child care consortium is a partnership of two or more companies or groups to provide child care for their employees or members. The groups involved in a consortium work together on establishing a child care program; they share the work, share the costs, share the risks, and share the benefits. The shares may not always be equal; some consortia are organized proportionally to reflect the different sizes or levels of support of the groups involved. This, in turn, usually translates into proportional access to the child care program by the employees of these groups.

A consortium can be developed by a group of companies or organizations located in the same area; e.g., the Global Playhouse in Don Mills, Ontario (profiled in this chapter). It can also be developed by those in the same type of work; e.g., the Edmonton Hospital Workers Child Care Society, which was begun by a consortium of hospitals, hospital-based unions and the Alberta Hospital Association (profiled in Chapter 10).

The term *child care consortium* refers to the organizational structure of the establishment and operation of a child care program. It does not predetermine the type of child care program. The child care program might be an off-site day care centre such as the Global Playhouse or it may include a family day home network and an out-of-school program such as the Edmonton Hospital Workers Child Care Society's programs; it could also be an information and counselling service. To establish a consortium is an *organizational* decision; to decide to establish a particular model of day care facility or service is a *program* decision.

The Joys of Togetherness

Consortia are often begun by smaller companies or organizations who do not individually have the resources or the pool of employees to support a work-related child care program. By combining forces, the groups involved increase the financial and personnel base needed to plan and develop a work-related child care program. There is also an increased population of employees which helps to insure that there will be sufficient numbers using the program to make it financially viable.

In addition to the costs being shared, there are more human resources available in the planning and developmental stages. Most of the work-related child care programs in Canada have been planned by committees; a committee may consist solely of employees from the company or it may include outside help. It is rare that a work-related program is developed by one person alone. In the cases of some consortia, there has been variety in the interested groups (e.g., in an industrial park) and therefore a variety of expertise available for planning, from designers to contractors to public relations to accountants.

The Woes of Togetherness

The consortium model has been called "the most feasible for the majority of companies"[1]; however, it is one of the least-used models in both Canada and the United States. There does not seem to be any one reason for this. For some groups, it may be that no one thought of this option. For others, it may be that they do not want to "share" the visibility or publicity that having their own child care program could bring. In a few cases, it may be that one company does not want to help a competitor with a program that can be used for recruitment in a competitive hiring market.

Some organizations have been discouraged by the logistics of trying to get two or more groups to agree on the myriad of decisions and details involved. Interorganizational conflicts and problems have killed more than one project before it started. Where the costs are shared equally, some groups have been concerned that they would not be getting their money's worth if their employees did not use the program to the same degree as the employees of the other partners.

Profile

The two consortia mentioned above are both collaborative efforts of three or more groups. The first consortium in work-related child care in Canada was the Edmonton Hospital Workers Child Care Society which resulted from the 1980 contract negotiations between the United Nurses of Alberta and the Alberta Hospital Association. A joint committee of the United Nurses of Alberta, the Alberta Hospital Association, the Alberta Union of Provincial Employees, the Health Sciences Association of Alberta, the Canadian Union of Public Employees, and the Alberta Association of Registered Nursing Assistants proposed a pilot work-related day care project in three hospitals in Edmonton: the Royal Alexandra Hospital, the Glenrose Hospital, and the Norwood Extended Care Centre. These groups co-ordinated and developed an off-site day care centre, which began in July 1982 and was followed by a family day home network in October of that year, and then an out-of-school and summer program in 1984. (A more complete description of this program is found in Chapter 10.)

The other consortium mentioned above is the Global Playhouse, which was the first of its type in the private sector. Unlike the Edmonton consortium, which was organized within one "industry," Global Playhouse was organized primarily on a geographical basis. All three of the companies involved are located within a 10 minute drive of the day care centre. This program is profiled below.

GLOBAL PLAYHOUSE
GLOBAL COMMUNICATIONS LIMITED
HARLEQUIN ENTERPRISES LIMITED
CBS RECORDS CANADA LTD. AND
NORTH YORK BOARD OF EDUCATION
DON MILLS, ONTARIO

Global Playhouse Childcare Centre is an off-site workplace child care centre developed by a consortium of three corporations in cooperation with a local school board. The centre is owned and operated by a non-profit corporation, Global Playhouse Childcare Centre Inc. The three corporations, the school board, and parent representatives control the corporation which operates Global Playhouse. Global Communications Limited, which owns an independent television network located in Toronto, operates 24 hours a day, seven days a week, and requires a large number of its employees (many of whom are women) to work part-time or shift hours. Harlequin Enterprises Limited is a publishing company, best known for romance novels. The majority of its 200 employees are women. CBS Records employs approximately 300 employees, half of whom are women. These latter two companies operate typical business hours five days a week. The centre is located in a local junior high school within ten minutes drive from the three companies. The local school board, the North York Board of Education, is a fourth member in the consortium.

Beginnings

At Global TV's annual company picnic in July 1985, Paul Morton, the company president, was impressed by the number of young children in employees' families. At the company's quarterly general staff meeting in the fall, he announced that the company would be opening a day care centre for employees in the near future. The responsibility for implementing this plan was assigned to the vice-president of finance and administration with the assistance of an outside child care consultant. In the early planning stages, several companies approached Global to see if they could be included. Global decided that it would be sensible and financially expedient to broaden the support base for the day care centre. Some months into the planning stage, Harlequin and CBS Records joined Global in this project.

The employees were surveyed as to their child care needs and preferences. As other companies have found, the major area of child care need was for children under three years of age. A volunteer Board of Directors, most of whom were parents and the personnel directors of the three companies, looked at various options of care and possible locations. Finally, a site in the local junior high school was located and discussions with the North York Board of Education resulted in permission to develop this space as a day care centre on the condition that the employees of the school board could have access to the day care centre and that the centre would be available as a reference point for the family study classes in the adjoining secondary school.

The renovations for the day care centre were designed by a local architect. A day care director was hired in May 1986 to organize the program, order the materials and equipment and do most of the hiring of the day care staff. The centre was advertised by letters and posters designed and printed by Global's publicity department. The centre's logo resulted from an in-house competition at Global to design a logo. Global Playhouse opened in the fall of 1986 with a gala evening ribbon-cutting ceremony and open house for all employees and local dignitaries. This event was reported on the evening news – as a Global TV exclusive.

The Facility

Global Playhouse is located in one wing on the ground floor of the Don Mills Junior High School. The centre occupies approximately 2400 square feet divided into four large, bright playrooms. The infant playroom and sleep room, the director's office and the kitchen are located on one side of the corridor. The playrooms for the junior toddlers (14-22 months), the senior toddlers (to 30 months) and the preschoolers (to five years of age) plus storage areas are on the other side of the corridor. There is also an outdoor playground adjacent to the centre on the school grounds. The design of the centre permits maximum visibility of the children at all times by using half walls, plexiglass, and angled dividers. Many of the partitions have small windows only a few inches from the floor so that the crawlers and toddlers can see who is walking past.

Parents and Children

Priority for admission to the Global Playhouse is given to (a) the children of employees of Global TV, Harlequin Enterprises, CBS Records and the North York Board of Education, (b) the siblings of children already enrolled in the centre, and (c) priorized needs cases including those from the community. Originally, the day care spaces were reserved for the employees of the three companies on a proportional basis: 22 for Global employees, six for Harlequin, and eight for CBS and the remainder for community children. Now the procedure is that if a company space is vacant and there is no employee's child on the waiting list or applying for the space, it may be used for a community child. The centre is licensed for 54 children from birth to six years of age. The enrolment by age groups is: 10 infants, 24 toddlers and 20 preschoolers. There is a waiting list for the younger age groups; some of the children on the infant waiting list are not yet born. Most of the families using Global Playhouse are two-parent families who live in the suburban areas around Toronto and commute to work with their children. The majority of the children are not siblings. Generally, parents take a great interest in the centre. The centre has a philosophy of parent involvement, and the parents have opportunities to participate in the children's program as well as in the formulation of policies and procedures. Parents are encouraged to visit their children after telephoning the director to check if it would be appropriate. Each child has a daily chart recording eating, sleeping, toileting, behaviour and activities, which is shared with the parents. One recent event at the day care centre was a pancake breakfast before work for the parents and children.

The Program

Global Playhouse is open weekdays from 7 a.m. to 6 p.m.The majority of the children attend the day care centre from 8 a.m. to 5 p.m..

The children's program is based on a philosophy of balancing "the physical-motor, socio-emotional and cognitive experiences in group learning while recognizing individual differences in development" (*Parent Handbook*, p.1). The teachers aim to create a supportive family atmosphere at the centre which is an extension of the home. The children's day consists of self-selected play activities as well as teacher-prepared activities (e.g., art, dough, singing, group discussions), outdoor play, a morning and afternoon snack and a hot lunch followed by nap time or quiet time for the non-sleepers. The children also go on field trips and community outings. Last year they participated in a Hop-a-Thon for Muscular Dystrophy, and photographs of this event were displayed on a bulletin board outside the employee cafeteria at Global.

Because Global Playhouse is located in a junior high school, there are often students visiting the centre as part of family cooperative studies or entrepreneurial studies programs. These programs provide the high school students with the opportunity to observe and interact with young children but also benefit the younger children and provide extra hands in the centre.

Personnel

There are 14 staff members at Global Playhouse: 13 teaching staff, and a full-time director. Six of the teaching staff have early childhood education training from a community college or Mothercraft. They have employee benefits provided including medical, dental, life insurance, long-term disability, extended health and insurance options through the "Community Network of Childcare Programs" benefit package. In addition, the staff are invited to attend Global's Christmas party and summer picnic, receive free books from Harlequin and two free records or tapes a month from CBS. The salaries of the staff are comparable to similar day care centres in the area.

Administrative Structure

Global Playhouse is a non-profit corporation governed by a Board of Directors which is responsible for major policy and financial decisions. The board is composed of 11 members: one representative from each of the four consortium partners, parents with children in the centre, community parents, and the personnel directors of the corporations. The board meets monthly, and there is an annual general meeting to which the parents are invited.

Costs and Funding

The renovation and start-up costs were financed by the consortium partners along with a $55,000 grant from the Province of Ontario. The current operating budget is approximately $300,000 a year. The centre's revenues come from parent fees, provincial operating grants, and Metro Toronto subsidies. The centre receives various donations, such as the contribution of time from volunteers and the customized infant wagon for transporting the infants during fire drills, which was designed and built by the maintenance department at Global. The corporate partners finance the annual operating deficit (if any) incurred by the centre.

The current parent fees for the children of employees of Global Communications and CBS Records are: $697 a month for infants and toddlers and $523 for preschoolers. The fees for community families are $722 for infants and toddlers and $547 for preschoolers. The fees include two snacks and a hot lunch daily; diapers and formula for the infants and a dinner for children who stay late are supplied by the parents. Financial subsidies are available from Metro Toronto Children's services for families who qualify.

Contacts for more information on the Global Playhouse Childcare Centre are:

John Burgis
Vice-President of Finance
and Administration
Global Television
81 Barber Greene Road
Don Mills, Ontario
M3C 2A2

(416) 446-5311

Director
Global Playhouse Childcare Centre
17 The Donway East
Don Mills, Ontario
M3C 1X6

(416) 446-KIDS

These last four chapters have profiled work-related child care programs that are group day care centres. However, a group day care centre is not the only form of work-related child care. Chapter 6 describes another option – information and counselling services.

6

HELPING PARENTS HELP THEMSELVES: CHILD CARE INFORMATION AND COUNSELLING SERVICES

It can be difficult and time-consuming for parents to find out about and locate child care options that suit their needs and preferences. Often, this means parents taking time off work. A child care information and counselling service provides general information about child care options, suggestions on how to select child care and assistance in matching the employee's child care needs with services and facilities already available in the community. This information can be disseminated through print, telephone, computer programs, and/or personal interviews. Some information and counselling services also offer parent seminars and parent education courses or will recruit and organize additional child care in the community if needed.

These programs are sometimes referred to as information and referral, resource and referral services or child care advisory services. In recent years, there has been a tendency to replace the term "referral" with "counselling" to emphasize that it is the *employee* who makes the decision on the child care arrangement for his or her child. Therefore, the company or sponsoring organization is not in the position of recommending a specific program and being potentially liable if that recommendation is not an appropriate one. Another change in recent years has been the increase in the scope of services to include parent seminars, parenting courses, information booklets, videos, etc. on a variety of topics related to today's family and not just child care.

The Evolution of Information and Counselling Services

The evolving scope and purpose of the information and counselling service can be seen in the 15-year history of the Government of Ontario Day Care Counsellor Employee Advisory Service. This service began as a pilot project in January 1975 for the primary purpose of providing "support and guidance for parents in the selection of day care arrangements for their children. This support is given...through: discussion, correspondence, group presentation and literature".[1] The day care counsellor travelled around the province talking to groups of provincial employees and individuals. When it became apparent that there was a shortage of available day care spaces, the counsellor began recruiting and training family day care providers. She also went to the family day care homes and inspected them before they were added to the referral list.

In recent years, the focus has shifted because of the emphasis on parents' choices, the liability issue and the availability of somewhat more day care options. The service now emphasizes educational and support functions. Workshops are presented for employees on how to select different types of child care (after-school programs, nannies, private care, group day care, etc,), and the factors to consider for each type. Workshops are also presented on broader topics such as balancing home and work responsibilities. There are support programs for families relocating under the Ontario government's Northern Relocation Program and maternity packs for new parents with information on maternity-paternity-adoption leave, income tax and day care information. This advisory service is available from nine to five weekdays to all 80,000 provincial employees (90 percent of the 300 yearly users are from the greater Toronto area).

The Positive Side of Child Care Information and Counselling Services

Child care information and counselling services are relatively inexpensive, simple to operate, particularly suited to multi-site or smaller companies, and can serve a broad range of parents with diverse child care needs – from the parent with an infant who prefers family day care or a nanny, to the parent of an older child who needs after-school or summer-time care. The final choice and the actual arrangements are the responsibility of the parents.

These services are able to adapt to changing family demographics and needs of the employees; e.g., an older work force with teenage children may be looking for information on drug education rather than a day care centre for infants and toddlers. Child care information and counselling services are helpful to parents and highly visible within the company.

Information and counselling services are sometimes used as a first step in helping employees with their child care needs. Often the needs identified and documented by the counsellor lead a company or organization to expand or modify its child care assistance to employees. In a study of employers in British Columbia, the information and counselling option was a preferred option by employers and the only option that was considered to be financially feasible at that time by the employers.[2]

The Negative Side of Child Care Information and Counselling Services

The most frequently mentioned problem with information and counselling services is the initial time and effort required to gather and organize the data. Most services are now computerized, but the initial information still needs to be gathered and then continually updated. If there is a shortage of available child care in the community, as is the case in many areas of Canada, the information and counselling service is of limited use – there is nothing to tell people about. Some advocacy groups criticize this option because it does not add more child care spaces to the community and does not help families who cannot afford the existing child care options.

Profiles

Information and counselling services vary in their complexity and the range of services they offer. Some are computer banks or printed directories of child care programs in the community. Levi Strauss Canada Inc. (Great Northern Apparel Inc.) has funded printed directories of child care services available in two communities in Ontario where it has plants. Some information and counselling services are more comprehensive and offer seminars, parent education courses, personal assistance in discussing the possible options, and follow-up evaluations of user satisfaction.

The information and counselling service can be operated as part of the company with the child care counsellor as an employee of the company, or the company can contract with an outside agency to provide this service.

The information and counselling services profiled in this chapter are examples of each of these options. The first profile is of the Child Care Advisory Service at Great-West Life Assurance Company in Winnipeg, which is administratively part of the company. The Childcare Advisory Line Limited in Toronto is a private agency that contracts with companies to provide this service for their employees.

FAMILY SUPPORT SERVICE
THE GREAT-WEST LIFE ASSURANCE COMPANY
WINNIPEG, MANITOBA

The Family Support Services Department is an information, education, referral and counselling service for employees of Great-West Life. It provides information on child care options, help in the selection of appropriate child care arrangements, counselling on family-work concerns, and special programs and seminars on topics related to children and families.

The service – the only one of its kind in Manitoba – is located in the corporate headquarters of Great-West Life, which is an international corporation providing life and health insurance and retirement products for more than four million clients across North America.

Great-West Life has 2,300 employees in Winnipeg, approximately 70 percent of whom are women.

Beginnings

Great-West Life conducted an employee opinion survey in 1984. Many of the survey respondents indicated a need for day care facilities. In the following months the company carefully researched a number of options for assisting staff with their day care needs. In the fall of 1985, the decision was made to hire a child care advisor to assist staff in locating suitable day care arrangements, and to provide an information and counselling service.

The company looked for a person with a broad background in family and child care, and who was knowledgeable about community resources. The person hired has an extensive background in education, home economics, day care,

family studies, and counselor education with additional training through the United Way in Winnipeg.

The service was initially called the "Child Care Advisory Service", but the name was changed to "Family Support Services" in 1989 to reflect the growing need to address concerns, in addition to child care, that affected families.

The Family Support Services

The family services co-ordinator helps employees with information on finding and selecting good quality child care that meets their families' needs, provides information on the day care options available in the community, and maintains a lending library of books, videos, and other materials related to child care. However, the role of the child care adviser encompasses more than the gathering and dissemination of information on the types and locations of child care programs in the Winnipeg area.

The Family Support Service has evolved and expanded since it began in 1985. The original intent was to provide services for the parents of preschool-aged children; this mandate has since been broadened to include issues occurring at various stages in the life cycle. In addition, the educational and counselling components of the service have become increasingly important and well-used by the employees. For example, the noon-hour seminars originally dealt with child care topics such as how to select a good child care program for a preschooler. The topics presented expanded to school-aged children and then to teenagers because employees have children of all ages. Some topics of recent noon-hour seminars include positive discipline, toilet teaching, and "streetproofing" children. In addition to the single-session seminars, the service offers 10-week parent education programs designed for employees with children of various ages (i.e., infants, preschoolers, school-aged children and teenagers). These programs are very popular because they offer employees both information and support from other parents in the company. One emerging issue is that of eldercare. The Family Services Coordinator is available to offer support and resources in this area, as well.

One program currently being offered is the Minnesota Early Learning Design Program for first-time parents with children under the age of two. In addition, the Family Services Co-ordinator has prepared information packages about child care, and information sheets on a variety of topics, such as dealing with death. Audio and video tapes are used during the seminars and are available for loan from the Family Support Services Office.

Since summer, 1987, the Family Services Co-ordinator has organized daily transportation for the school-aged children of employees to a summer camp program at the University of Manitoba. Parents bring their children to work in the morning and often have breakfast together in the company cafeteria before the children board a bus with a supervisor for the trip to the camp. At the end of the day, the children are returned to the office building by bus. These programs are well-attended.

The Family Services Co-ordinator works 24 hours per week and is in the office Monday, Tuesdays and Thursdays. In a typical week, she sees 10 employees individually and speaks with dozens more in small or large seminars and presentations. She also prepares articles relating to child care for the company newsletter; some recent ones were Halloween safety tips and Christmas toy-buying suggestions. The Family Services Co-ordinator is an employee of Great-West Life in the Employee Benefits section of the Human Resources Department.

Location

The Family Services Co-ordinator tries to maintain a high profile in the company and her projects are reported frequently in the company's weekly staff newsletter. The Family Support Services Office is located in the Medical Department on the main floor of the building in a high-traffic area near other employee services such as the bank. Although the Support Service is organizationally part of the Human Resources Department, it is physically located in the Medical Department so that employees can be assured that any dealings with the Family Services Co-ordinator are kept confidential and so they feel comfortable using this service. The Family Services Co-ordinator can refer employees to other company services such as the Medical Offices and the financial counselling service.

Costs and Funding

The Family Support Services is considered to be one of the employee benefits at The Great-West Life Assurance Company. In addition to funding the Support Service, the company subsidizes the parents' fees for the parent education courses; the parents pay $40 to $50 per course. All single-session seminars are free of charge to employees. The Family Services Co-ordinator has access to company services such as photocopying, printing, audio-visual equipment, and display materials. The yearly operating budget for the Family Services Co-ordinator is $41,000.

Future Plans

Part of the Family Services Co-ordinator's job is to serve as an advocate and to keep management informed about employee needs and advise them on future directions in child care and family issues. For example, one need being discussed is a support group program for single parents. The company and the Family Services Co-ordinator receive many requests from other groups in the community and province, that are interested in information and counselling programs.

Contacts for further information about the Family Support Service are:

Wendy Hague
Family Services Co-ordinator
The Great-West Life Assurance Co.
60 Osbourne Street North
Winnipeg, Manitoba
R3C 3A5

(204) 946-8398

Maureen Gander
Manager, Employee Benefits
The Great-West Life Assurance Co.
60 Osbourne Street North
Winnipeg, Manitoba
R3C 3A5

(204) 946-7291

The second child care information and counselling service profiled in this chapter is the Childcare Advisory Line Limited, a private agency that contracts with companies and organizations wishing to provide their employees with assistance in meeting their child care needs.

CHILDCARE ADVISORY LINE LIMITED
(C.A.L.L.)
TORONTO, ONTARIO

The Childcare Advisory Line Limited is a nation wide information, resources and support service that assists parent/employees to search, select and monitor child care arrangements. C.A.L.L. was established in 1986 by a small group of professionals led by Karen Liberman of Families That Work. After extensive research and development, including focus groups with parents, key informant interviews, several sample surveys, pilot testing, comprehensive literature and program review, a customized computer-information system was developed for exclusive use by C.A.L.L. consultants. Over 200 pieces of information were collected by early childhood educators from over 9,000 childcare programs and childcare support services. Each child care service is contacted, directly, at least 3 times per year to ensure accuracy of data. New programs are continually being added to the database. Service is currently available 24 hours per day in French and English. C.A.L.L. works closely with employee assistance programs across Canada and information and referral services in the United States.

The Child Care Advisory Line Limited

C.A.L.L. provides comprehensive information on child care and child care support services, resources including written material and personalized support to employees. Each employee has an opportunity to discuss their individual needs and concerns with C.A.L.L. consultants. The final decisions

about the type of child care, the specific service, and its acquisition are the sole responsibility of the parent.

Information about child care options is provided for each employee based on that employee's stated needs. The parents develop their own criteria and determine, with guidance and clarification from the child care consultant, the relative importance of each of these; e.g., whether location is a higher priority than cost or type of child care. With the assistance of the computer an information package of possible child care programs and support materials are prepared. Helpful suggestions on making an informed choice about child care arrangements are given.

Personnel

A child care consultant, with training in early childhood education, is assigned to a group of employees so that the employees are able to consult the same person each time, thereby developing a personal and supportive relationship. Parents are informed on what are the characteristics of a good child care program, what a parent should look for, what types of questions a parent might want to ask, etc. Follow-up support is provided as an important component of the service to parents and to evaluate user satisfaction.

Costs and Funding

A company contracts with C.A.L.L. to provide this information, resources and support service. In 1990, the cost of this information, resources and support service is $5 – $18 per employee per year depending on size of employee group, service activity and contract duration. An independent benefits consultant did a comparison study for C.A.L.L. and reported that the average employer spends between $8000 and $13,000 a year per employee for benefits. The least expensive employee benefit provided by the employers in this study was the company Christmas party which cost $22 per employee.

Procter and Gamble, Manpower Temporary Services, and Beaver Lumber are among many companies that have included the C.A.L.L. information, resources and support service as one of the options to assist employees with their child care needs.

C.A.L.L. also provides a similar information, resources and support service for employees with aging parents including the full range of eldercare services.

Contact for further information on C.A.L.L. is:

Childcare Advisory Line Limited
2040 Sheppard Ave. E. Suite 201
North York, Ontario
M2J 5B3

(416) 492-3475

An emerging trend in information and counselling services is to provide services in more than one geographical area. An example of this is the Working Parent Day Care Assurance Plan, developed five years ago by Family Day Care Services (a multi-service child care agency) in Toronto. This service is purchased by a company as an employee benefit for all employees, who may then use the service. A group orientation session is held and then individual consultations are scheduled to assist parent-employees in finding suitable child care. The service also provides parent education seminars, usually over the lunch hour, on topics such as childproofing a home, child discipline, and child abuse. Pamphlets and newsletters are also provided. The Working Parent Day Care Assurance Plan is now available in Ottawa and Vancouver.

Child care information and counselling services are becoming more common[3] especially in urban areas. Some experts in the field of work-related child care predict that this model will be the fastest growing work-related child care program in the future.

7

HEALTH CARE AND CHILD CARE: AN ON-GOING PARTNERSHIP

For over 25 years, hospitals and other health care organizations have been leaders in providing work-related child care for their employees. As mentioned previously, the first on-site work-related program was established in 1964 at the Riverdale Hospital, in Toronto. The majority of work-related child care centres in Canada are in health care facilities.[1] And the majority of these are located in Quebec, which has a provincial policy of encouraging the inclusion of day care programs in public facilities.[2]

On-site day care centres seem to be the model of child care program preferred by health care groups. The majority of these health care related programs are organized as non-profit societies at arm's length from the hospital's administrative structure. One of the few exceptions to this is the Riverdale Hospital Day Nursery (profiled in Chapter 2), which is a part of the hospital's organizational structure.

Why Is Health Care So Supportive of Child Care?

There are several reasons why hospitals and other health care facilities have been the leaders in establishing work-related child care. Health care, in hospitals or community-based facilities, has become increasingly technological and requires a large number of skilled employees (registered nurses, physiotherapists, laboratory technicians, etc.). The consequence of being unable to recruit and retain such staff is that hospital beds or community health care services must be limited. The work-related child care program at the Riverdale Hospital was established to assist in the recruitment of registered nurses; at Bethany Hospital in Calgary, it was to reduce the high turnover of nursing staff. Both recruitment and retention were the concerns that led to the on-site day care centres at the Royal Victoria Hospital in Montreal and Sunnybrook Medical Centre in Toronto.

The establishment of work-related child care programs in other hospitals resulted from provincial government and union negotiations. The Edmonton Hospital Workers Child Care Society programs resulted from the settlement of the 1980 strike by the United Nurses of Alberta. The on-site day care centre at Valleyview Hospital in Port Coquitlam, British Columbia, was an award by an arbitrator in labour negotiations between the British Columbia Government Employees' Union and the provincial government.

Another possible reason for health care's involvement in child care is the basic service orientation of hospitals and health care programs. This orientation may, at least, predispose these groups to recognize and accept the rationale for assisting employees with their child care needs. In addition, most health care organizations are in the public sector and, because they are not-for-profit organizations, they may be more open to assisting in the provision of services such as child care for their employees, even though these services will not be profit-making. A survey of British Columbia employers found that hospitals were statistically the most likely organizations to have had management-level discussions about child care or to have surveyed their employees about their child care needs.[3]

Hospital administrators have commented that health care today takes into consideration the relationship between the patients' health and lifestyle, and this viewpoint may also extend to consideration of the hospital employee in the context of the family.[4] If this is the case, then these administrators may be receptive to suggestions from parent-employees about the provision of child care and its relationship to work performance. The on-site day care centre at Regina General Hospital in Saskatchewan was first suggested by a group of parents working at the hospital. Yet another reason suggested for hospitals' involvement in the provision of child care services for employees is the special needs of this work force. Hospitals operate 24 hours a day, 365 days a year and employ many highly skilled people. These employees frequently work rotating shifts, holidays, weekends, and school vacations. Child care at these times may be particularly difficult to arrange in many communities. A child care program established for and in the hospital community may be more aware of and accommodating to these special child care needs. (A more complete discussion of the issue of shiftwork and child care and the difficulties in meeting the needs of shiftwork families, and a profile of one program that has three child care options to meet these needs, are presented in Chapter 10.)

A child care program at or near a hospital or health care facility may also be of value to other departments within the organization. For example, at Health Sciences Centre Day Nursery in Winnipeg, interns and nursing students use the day care centre for observation of young children as part of their child development courses.

Child care programs that are located in continuing care facilities often include intergenerational programs that bring together the seniors and the children of employees using the day care centre regularly. Intergenerational programs are part of the Riverdale Hospital Day Nursery, the Bethany Children's Day Care Centre (at a continuing care facility in Calgary operated by the Lutheran Church of Canada), the Northwood Child Care Centre in Halifax (profiled in this chapter) and other health care facilities across Canada.

Profiles

The two hospital-based day care centres profiled in this chapter represent two types of hospitals providing work-related child care programs. The first one is at the Royal Columbian Hospital located in New Westminster, British Columbia, which is a general hospital. This program is noteworthy because of the provision of emergency care for the children of employees and the community. The second profile is of the day care centre at Northwoodcare in Halifax, an extended care facility, which has an intergenerational program.

KOLUMBIA INN DAYCARE SOCIETY (K.I.D.S.)
THE FRASER-BURRARD HOSPITAL SOCIETY
NEW WESTMINSTER, BRITISH COLUMBIA

The Kolumbia Inn Daycare is located on the grounds of the Royal Columbian Hospital in New Westminster, an urban area toward the eastern edge of Greater Metropolitan Vancouver. The Royal Columbian is a general hospital with 550 beds and approximately 2000 employees (the majority of whom are women). The Fraser-Burrard Hospital Society administers the Royal Columbian and Eagle Ridge Hospitals. In addition to providing the typical full-time and part-time day care for employees and the community, K.I.D.S. also provides short-term emergency care.

Beginnings

K.I.D.S. opened in December 1985; however, the original idea dates back 12 years before this, when a group of nurses presented a petition to the Vice-President of Nursing requesting that the hospital provide a day care service. This request was not granted. Another unsuccessful effort in 1982 included a petition. The results of a survey of the nursing staff were also negative. The idea of a day care program for staff at the hospital was raised again by the President of the Hospital Employees' Union local during labour-management discussions in September 1984. A task force was established by the Royal Columbian's Vice-President of Direct Care Services to investigate the feasibility of establishing a day care program. This task force was composed of representatives from each of the unions in the hospital (i.e., Hospital Employees' Union, Health Sciences Association, International Union of Operating Engineers, and the British Columbia Nurses' Union), the non-bargained staff and the senior management. The Director of Materiel Management did a feasibility study which included an assessment of the child care needs of hospital employees.

The Fraser-Burrard Hospital Society has a philosophy of establishing "corporate policies and an organizational environment whereby physicians, staff and volunteers are stimulated to high standards of performance and can achieve maximum satisfaction from their work."[5] This philosophy was compatible with the recommendations of the task force for the establishment of an on-site day care centre. The task force also developed an implementation plan and a budget for an on-site day care centre.

A non-profit society, Kolumbia Inn Daycare Society, was formed in October 1985 and began a fund-raising campaign. While this society was in the process of planning the day care centre and raising funds, a local emergency child care centre operating out of the YW/YMCA of New Westminster was forced to relocate because the Y declared bankruptcy. This child care program moved its furniture and equipment to a portable building on the grounds of the Royal Columbian Hospital. The two programs amalgamated, combined their resources and K.I.D.S. began operation on December 4, 1985. By combining the two programs, the costs were reduced and staff and materials were available immediately.

K.I.D.S. is an on-site day care centre that provides care on a full-time, part-time, and emergency (or occasional) basis. These emergency child care needs can be for personal, medical or work-related reasons, such as irregular work patterns that vary frequently, temporary shift work, extended hours, break-down of established child care arrangements (e.g., illness of a child care provider), parent going for a job interview, on-call employees, day patients, regular out-patient treatment such as dialysis.

Facility

K.I.D.S. is located in a "portable" between two wings of the Royal Columbian Hospital that was previously used as a psychiatric out-patient day centre. This site was selected because it was available and relatively few renovations were needed. There was no other suitable space available near the hospital. The day care centre has approximately 3000 square feet of indoor space divided into three large playrooms, a kitchen, bathroom, storage area, staff room and director's office. The playrooms are organized into specific learning centres such as dramatic play, library corner, arts and crafts. The playground (approximately 1200 square feet) is located immediately adjacent to the day care centre and is equipped with a climber, sand area, large wooden car and other outdoor equipment for young children.

Parents and Children

The K.I.D.S. day care program is licensed for 35 children from three months of age to six years. The average daily attendance is 24 children; the day care centre tries to keep space open for families needing emergency child care. The typical size of the groups is three or four infants (three to 18 months), five to six children from 18 to 36 months and 16 preschoolers. The day care centre accepts children from the community, although hospital employees and families with a child already enrolled in the centre have priority. Currently, the enrolment is divided equally between hospital and community children. The day care centre has a long waiting list especially for the infant places. It takes a minimum of one year on the waiting list before a child is admitted to the program, which is why mothers put their name on the waiting list as soon as the pregnancy is confirmed.

Of the families currently using the day care centre, half are single-parent families. Of all the hospital employees who use the program, half are mothers. Although a majority of the full-time users are the mothers, the hospital fathers are especially likely to use the day care centre if the family's regular care arrangements break down. The parents using the day care centre have a wide range of working hours, e.g., 12-hour shifts, rotating shifts, eight-hour days, on-call, part-time during a day, and part-time during the month, and have emergency needs such as for school and job interviews. The children can attend the day care centre for a total of 50 hours in one week. The day care staff use a computer program to schedule and monitor each child's attendance, daily, and parents can book hours as far ahead as three months.

K.I.D.S. has a policy of encouraging parents to become involved in the day care centre. The *Parent Information Booklet* states "Parents are welcome in the Centre at all times and we encourage parents to become involved in many areas of the operation of the centre and the children's program. By dropping in to visit at lunch-time, taking part in a special field trip or joining as an active member of the board, whatever the level of involvement, you can provide a valuable contribution to the Centre" (p. 2). The parents have helped with special jobs such as equipment repair and have served as resource people and guest speakers when the children were learning about hospitals; the children also visited the hospital to see where their parents work. There is a parent information display near the entrance of the day care centre and the parents are able to borrow books from the resource library in the staff room.

The Program

The day care centre is open from 6:45 a.m. to 8 p.m. from Monday through Friday. There have been a few requests from parents for extended hours or for weekend care but the numbers have not been sufficient to increase the hours of opening.

The stated philosophy of the day care centre is to "provide a warm, secure, caring and enriching environment where the team of staff meet the individual needs for social, physical, intellectual, creative, cultural, and emotional development of each child" (*Parent Information Booklet*, p. v). The program uses a theme approach which integrates songs, activities, stories, field trips, etc. Some recent themes have included transportation, the family, dinosaurs, food and nutrition. A typical day at K.I.D.S. begins at 6:45 a.m. when the centre opens. Some of the early arrivals have breakfast before going to one of the playrooms to select an activity or toy. At about eight o'clock when most of the children and staff have arrived, the children are divided into groups and go to their own playrooms for self-chosen play, art, or table activities in addition to activities planned around the current theme. This continues until approximately 9:30 when it is clean-up time; then songs and fingerplays are followed by snack time. After snack, the children go outside to play in the playground or go on a walk to the park, around the neighbourhood or on a special field trip such as the Halloween parade in the hospital or visits to the extended care area. At 11:30, the children have a brief group time which includes discussion, stories, songs, etc. before they wash up for lunch. During the school year, the kindergarten-aged children go to the near-by public school. The younger children begin nap time at about 1 p.m. Later, as the children awake, they have planned art and quiet table activities in one of the playrooms until it is time for afternoon snack around three o'clock. The children from kindergarten return and the children play outdoors or indoors. For those children who are staying late, dinner is served about 5:30, and the centre closes at 8 p.m. The daily schedule is flexible to accommodate children's individual needs such as eating, sleeping and toileting.

Personnel

In British Columbia, the required minimum number of staff and their qualifications are set by the provincial licensing regulations and the ages of the children. K.I.D.S. has a teaching staff of six full-time women. Five of the staff have early childhood educator certificates and one has nearly completed her basic certificate; in addition, three of the staff members have an infant and toddler certificate. There is also a full-time director and a cleaning person who works two to three hours a day. The day care centre has applied for federal government grants for special projects and currently has two extra child care workers as part of a job development program and office help for a feasibility study the society is doing. The salaries of the staff are a bit higher than those in other non-profit day care centres in this area. The turnover rate for this staff is about the same as for most comparable day care centres in the area. The day care staff are employees of the non-profit society and not the hospital and are therefore not eligible for the hospital employees' benefit package. As of January, 1990 staff are covered for extended medical and dental under an independent plan. The day care centre has regular volunteers who help with routines, snacks, clean-up and as extra laps or listeners for the children. Individuals who have been sentenced to do community service for minor offences have worked in the day care centre cleaning, repairing equipment, building playground equipment and programming the computer.

Administrative Structure

The day care centre is operated by a non-profit society with a Board of Directors. Administratively, the day care centre and the day care society function autonomously from the hospital and the hospital society. The Board of K.I.D.S. is composed of 12 members. There are three representatives for each of the following groups: the parents, the hospital, the unions and the community. In actuality, some of the representatives for one group such as the parents may also be hospital employees. All families using the day care centre are members of the Kolumbia Inn Daycare Society. There is an Annual General Meeting each January, board meetings at least every three months, and executive committee meetings several times a year.

Costs and Funding

One of the goals of the original task force was to identify sources of funding and develop a budget for the day care centre. This task force budgeted $15,000 for equipment and $15,000 for renovations. Because of the amalgamation of the two day care programs described above, K.I.D.S.

inherited the equipment from the Y's centre. Also, because the Y program had to relocate on short notice, the day care centre was eligible for a $5000 day care centre relocation grant from the provincial government. The day care society had raised $10,000 through donations and fund-raising activities such as the sale of "We Care about K.I.D.S." buttons. Because of the support for the day care centre from the union representatives on the task force, the unions contributed some start-up funding. The B.C. Health Sciences Association, which has a policy of providing seed money for day care programs, contributed an initial $2000 grant and then matched other donations for a total contribution of $7000. The Hospital Employees' Union contributed $1 for each of its 1800 members. The local of the Registered Nurses Association gave $1000. The hospital did the renovations to the facility, but these were paid for by the day care society.

The projected operating budget for 1989 was $144,158. The hospital provides the rent, maintenance and utilities. Sources of revenue consist of parent fees, donations, and fund-raising activities; there are no provincial day care operating grants in British Columbia. The parent fees for full-time care as of March 1, 1990 are $600 a month for infants, $535 for toddlers and $375 for preschool children. The hourly rate for emergency care is $5.00 ($4.00 per hour for a second child). The fees include two large snacks; food is also available at the day care centre if meals are needed for the emergency children. Financial day care subsidies are available from the provincial government for those families who meet specific criteria; eight of the children currently enrolled in the day care centre receive subsidies.

Future Plans

The day care society is doing a needs assessment and feasibility study to determine whether there is a need for child care among employees and in the community surrounding the Eagle Ridge Hospital, which is administered by the same hospital society as the Royal Columbian Hospital. Another project in operation is a federally funded job development project to provide work experience in a day care centre in a hospital setting and also in family day care. The second year of this project has the goal of establishing a family day care network that could accommodate requests for extended hours and sick child care. An evaluation of the effects of the day care centre on employees and the employer is being discussed. One area to be investigated would be the decline in special leave requests for child care reasons; these leaves cost the hospital $10,000 per year before the day care centre began but only $300 one year after the day care centre opened.

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The next profile describes the intergenerational program at Northwoodcare in Halifax, which provides opportunities for children and seniors to interact for their mutual benefit. Many children do not have the opportunity to interact with their grandparents frequently, and an intergenerational program provides the opportunity for them to get to know older adults and to develop positive attitudes toward the elderly during their formative years. The seniors benefit from the stimulation which comes through interaction with young people and by the acceptance they receive from the children. The elderly are also a valuable talent pool for the day care centre's program. Some of the seniors volunteer in the program and can often provide that extra bit of individual attention that a child may need. Both the seniors and the children become "special friends" to each other.

NORTHWOOD CHILD CARE CENTRE
NORTHWOODCARE INCORPORATED
HALIFAX, NOVA SCOTIA

The Northwood Child Care Centre is an on-site day care centre located in the north end of Halifax. It is part of Northwoodcare Incorporated, which is a not-for-profit non-governmental, community-based citizens' organization. Northwoodcare includes 600 bed care facilities (supervisory personnel and nursing care), 230 apartments for seniors, a multi-purpose senior centre for community members 50 years of age and older, a hospice service, and meals on wheels. There are 859 residents and a total of 650 employees of whom more than 90 percent are women.

Beginnings

The Northwood Child Care Centre was begun in February 1981 as a response to the needs of the staff for convenient, quality child care and to be part of Northwoodcare's expanding Intergenerational Service Learning Program, which promotes interaction between senior citizens and younger people for their mutual benefit.

In 1980, Northwoodcare had acquired some residential property across the street from the main building. This property was renovated and available for the day care centre. The day care program was originally set up by the first day care director hired to operate the centre. The intergenerational program was developed by the day care director and the staff responsible for resident programming.

Facility

The Northwood Child Care Centre is located in a two-storey frame house across a residential street from the Northwoodcare buildings. The centre has approximately 1100 square feet of space, which consists of two brightly coloured, homey playrooms, a large kitchen, eating area, and bathroom on the main floor and sleeping rooms, staff and program areas are on the second floor. The backyard of this house is the outdoor play area (approximately 600 square feet) with a climbing structure and other playground equipment.

Parents and Children

The day care centre includes children of Northwoodcare employees and from the community. Priority is given to Northwoodcare families. The day care centre is licensed for 21 children from two to five years of age. The centre operates at its licensed capacity and has a waiting list especially for the 6 subsidized places and the younger ages. Of the 21 children currently enrolled in the day care program, six are the youngest ages and nine are the children of Northwoodcare employees. There are 10 single parent families using the day care centre. This makes it difficult for the parents to participate in the day care program as much as they might wish; however, the parents can come to the centre on their breaks to check on a child who isn't feeling well or to visit their child. Northwoodcare Incorporated has a philosophy of supporting families and encourages the families of employees to volunteer in the various programs. In the past, teenage children of non-day care staff have volunteered in the day care centre. The centre is also a resource for observation and practicum placements for the local early childhood training programs.

The Day Care Program

The day care centre was originally open from 8 a.m. to 4 p.m. but gradually the enrollment and hours increased and are now 6:30 a.m. to 5:30 p.m. from Monday through Friday. There have been some requests for longer hours and weekend care because the Northwoodcare facilities operate 24 hours, seven days a week. This is currently being considered.

The stated goals for the children's program are: (a) to provide a safe, loving, stimulating environment for children and staff, (b) to become more involved with the seniors, and (c) to provide a sound foundation for the children as they enter the school system. The children's day begins with free play until the morning snack, which is followed by a group circle time, arts and crafts projects related to a weekly theme (e.g., families, holidays) and stories. After a hot lunch from the Northwoodcare kitchen, the children have a nap/rest period; and following the afternoon snack, they play outdoors and/or inside. The children are taken on field trips to places in the community such as a farm, parks, the Halifax Cultural Centre and on ferry boats.

As part of the intergenerational program, the children have lunch with the seniors on Tuesdays, participate in Motivational Therapy for the seniors once a week, and attend elderobics exercises on Fridays. The children visit the adult care facility regularly as well as participating in special events such as the Christmas concert, barbecues, and delivery of birthday cards. The seniors have also volunteered in the day care centre and one woman comes almost every afternoon. The day care program has plans to expand the opportunities for seniors' participation in the day care program in the future.

Personnel

There are 4 paid staff at the day care centre; one full-time director, one full time teacher and two part-time teachers. All of the staff have early childhood training. In addition to the volunteers mentioned above, there is a male substitute teacher who also volunteers his time.

The salaries of the day care staff are somewhat higher than those in comparable centres in the community. The staff benefits include medical, sick days, vacations, and paid overtime. The Northwoodcare organization recognizes that higher salaries are important for a quality day care program, and this policy reflects the stated philosophy of providing excellent model programs.

Administrative Structure

The Northwood Child Care Centre is considered to be a department of the Multi-Purpose Centre. The day care director reports to the President. The day care director submits a monthly report as do the heads of other departments at Northwoodcare; however, the day care director does the hiring of day care staff independently of the larger organization.

Costs and Funding

The initial start-up costs for the renovation of the building and equipping of the day care centre were paid for by Northwoodcare Incorporated. The 1988-89 operating budget for the day care centre is $63,900. Northwoodcare covers the rent, utilities, food, laundry, cleaning, and maintenance and provides for ordering through the central stores department, which is provided for through the operating budget of the Centre. The day care centre operates within its budget.

The day care centre receives a provincial day care operating grant of $100 per year for each subsidized space. The day care also benefits from the fundraising activities of the Northwood Foundation; e.g., a portion of the money raised in last year's Walkathon was donated to the day care centre. In addition, the day care centre has received small bequests from some residents of Northwoodcare facilities.

As of November 1, 1989 the parent fees are $18.00 per day (if a parent qualifies for a subsidized place, the minimum fee is $1.25 per day). These fees are comparable to those of similar day care programs in the city. Included in the fees are two snacks and a hot lunch every day. The menus are prepared by a Northwoodcare dietician in its kitchens and brought over to the day care centre.

Future Plans

Due to the demand for places at the Northwood Day Care Centre, there are plans to expand the program and these include another day care program with provision for infant care and possibly weekend, after-school and extended-hours care as well. It is planned to begin with the expanded day care program for preschool children sometime in the near future.

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The work-related child care programs in Canadian hospitals and health care facilities have been providing child care for the children of employees, and usually the community as well, for over a quarter of a century. Many hospitals and union locals are currently considering, planning or bargaining for work-related child care programs. Not all of these programs will be on-site day care centres. For example, one large Toronto hospital is planning to use an information and counselling service combined with a family day care network to assist its employees with their child care needs.

8

THE DEVELOPER AND DAY CARE

One approach to creating new child care spaces, especially in urban areas, is to encourage the inclusion of day care centres in the design of new buildings. Relatively few day care centres have been created in this way; even fewer in the workplace. Several recent occurrences, however, indicate that this may become a trend in the future.

The province of Quebec has a policy of encouraging public sector institutions to include child care provisions for the children of both employees and the community. In a 1988 listing of 84 work-related day care centres in Quebec, 62 were sponsored by public sector or parapublic institutions (educational and federal institutions are excluded from these calculations).[1] Many of these programs were located in a *centre local de services communautaires* or *centre hospitalier* in both large and small communities.

The 1989 agreement between the federal government and the Public Service Alliance of Canada provides for the establishment of an on-site day care centre in new federal office buildings that will be planned, purchased or leased or where an existing office building leased or owned by the federal government undergoes major renovation or in existing federal buildings where space is available. A joint union/management committee will conduct a survey of employees to determine whether there is sufficient demand for a day care centre. If there is, the federal government will cover the capital costs required to bring the day care space up to provincial and municipal licensing standards. The rent and general maintenance costs of the day care facility will be covered in whole or in part by either the government departments involved or by the day care centre. All other costs of the day care program are to be the responsibility of the parents using the centre.

Some developers of office and industrial parks and multi-purpose retail malls are making space available for child care programs. Also, a few progressive housing developers are including child care provisions in their new developments (e.g., Rainbow Village in Scarborough, Ontario), and interest among developers is beginning to increase. Until now, however, most child care centres included in projects by developers have been located in commercial developments in the downtown areas of the larger Canadian cities.

The Downtown Developers

One of the issues in urban planning is the need to balance commercial and residential building in an urban core and to regulate the size, height, etc., of the buildings.

Municipal governments establish regulations governing these factors and if developers wish to do something else, they must apply for variances. For example, if a developer wishes to include more floors than the current zoning and building regulations permit, an application may be made for a density bonus. This is basically a trade-off in which the developer proposes approval be given for more floors or space (a financial advantage for the developer) in return for the inclusion of some type of community service. One such service might be a day care centre.

In 1982, the City of Toronto established a Task Force on Workplace Daycare to promote the creation of more day care spaces. The task force maintained a close working relationship with the City's Department of Planning and Development, which reviews all proposals for new buildings. The coordinator of the task force worked with the city planners to determine whether workplace child care was appropriate and feasible for the new developments. A 1985 report concluded that: "in theory, this provision can help to meet the need for community service facilities. In practice, however, there has been extremely limited use of it."[2]

The City of Vancouver also has a policy of approving bonus arrangements which permit developers to build additional revenue space in return for the provision of child care. This policy has not yet resulted in a significant increase of day care spaces in downtown Vancouver.

Some developers have expressed concerns about whether the downtown core area is really the best location for young children on a daily basis and are reluctant to have a child care centre identified with their company. This reluctance may also be related to their concern that if the child care program is not a good one, it could reflect poorly on the company. Developers, and other employers, are often quick to point out that their areas of expertise do not include child care so they feel uncomfortable with the responsibility of determining what is quality child care.

In some U.S. cities including San Francisco, a city by-law requires developers of new office buildings to either provide space for a child care facility or contribute money to a city-administered child care fund whose purpose is to increase the availability of child care spaces in the city.

Profile

La Garderie de la Place Ville-Marie in downtown Montreal is an example of a day care center located in a complex of buildings which include both retail and office space.

LA GARDERIE DE LA PLACE VILLE-MARIE
TRIZEC EQUITIES LTD.
MONTREAL, QUEBEC

La Garderie de la Place Ville-Marie is an on-site day care centre in the Place Ville-Marie office and shopping complex in downtown Montreal. Place Ville-Marie was opened officially 25 years ago by Trizec, a developer, owner and

manager of commercial income properties. There are more than 100 shops and services in Place Ville-Marie as well as the corporate offices of Via Rail, the Royal Bank, IBM and other companies. A good percentage of the 15,000 employees in the Place Ville-Marie complex are women. According to Trizec's 1987 *Annual Report*, "In 1985 Trizec opened a child care facility at Place Ville-Marie, the first of its kind in a Montreal office environment."--(Translation).

Beginnings

In the spring of 1983, two graduate students approached Trizec and offered to do a study on opening a day care centre at Place Ville-Marie. This study resulted in the names of 60 people working in the complex who indicated they would like on-site child care. The Public Relations department of Trizec followed up on this information and held a preliminary meeting of interested people working in Place Ville-Marie complex. Approximately 35 people attended this meeting, and a group of volunteers formed a committee to examine topics such as finding a suitable space for a day care centre and identifying the regulations related to the establishment of day care centres. This committee met monthly for more than a year.

Trizec was active on this committee and throughout the planning stages. The administration felt that the establishment of a day care centre would be an appropriate activity for a corporation that values its role as a good corporate citizen. During the development stage, Trizec contributed the expertise of an architect, engineers and a designer who helped plan the day care centre. As Trizec is in building management, there were qualified people available both to assist with the design and to monitor the bids for the renovation work.

The planning committee hired a project coordinator for the day care centre in December 1984. Both the parent committee and Trizec found the input of an early childhood professional valuable at this stage in identifying potential problems in the plans. It is recommended that a professional be hired at an even earlier stage to prevent mistakes in the planning and development of the program, since mistakes might have to be lived with for a long time. La Garderie de la Place Ville-Marie opened officially with a press conference on February 13, 1985.

The Facility

The day care centre is located on the plaza level of the Via Rail building in the Place Ville-Marie complex. The day care centre is approximately 1900 square feet and has a large playroom organized around learning centres with large windows overlooking the outdoor play area, two smaller playrooms, a kitchen, two bathrooms, and a director's office. The playground (approximately 5800 square feet) is located on the plaza in front of the building and faces the day care centre but is not adjacent to it. The playground has colourful climbing structures, sand, grass and paved areas.

Parents and Children

Only children of parents working in the Place Ville-Marie complex are eligible to use the day care centre. The day care centre opened in 1985 with five children, but the enrolment soon expanded to 15. For the first year, Via Rail had priority for five spaces in recognition of its financial support of the day care centre (see the section below on Funding). The day care centre is licensed for 30 children from 18 months to six years of age (places for children attending kindergarten in an elementary school are available). The average daily attendance at the day care centre is now 28 children, and there is a waiting list with the greatest demand for the youngest ages. The children are divided into four groups: there are six children 18 to 30 months of age, eight 2 1/2 to 3 1/2 year olds, eight 3 1/2 to 4 1/2 year olds, eight 4 1/2 to 5 1/2 year olds.

The mothers of 22 of the 30 children enrolled in the centre and the fathers of eight work in Place Ville Marie. Most of these parents work for the larger tenants (e.g., the Royal Bank, Via Rail); one parent is employed by a store in Place Ville-Marie. The parents are encouraged to visit their children in the day care centre whenever they wish, and they usually visit during the children's lunch time. The parents also volunteer to help with field trips, fundraising activities and maintenance jobs such as painting and small repairs.

The Program

The information brochure of La Garderie de la Place Ville-Marie states that the day care centre provides "a bilingual, full-day program which responds to social, emotional and physical needs of pre-school children." The day care centre operates from 8 a.m. to 5:30 p.m. Monday to Friday. (There have been a few requests to extend the hours the centre is open.) Most of the children arrive by 8:30 and spend the morning doing self-selected activities under teacher supervision and assistance; this is followed by a snack and then a group time for music, discussion or games. After an outdoor play time, the children have lunch. (The lunch and snacks were planned by parents, staff and a nutritionist and are prepared and delivered by the kitchen of the Queen Elizabeth Hotel.) Lunch is followed by story time and then nap for those children who need to sleep. The remainder of the afternoon includes indoor and outdoor play, another snack and a group time for talking and music. The children are taken on field trips in the community to places such as the library, and swimming pool. The children also go for walks in the Place Ville-Marie shopping mall, have had exhibits of their art displayed in the mall and have participated in Christmas concerts.

Personnel

Five full-time staff members, one part-time lunch/nap-time monitor and a full-time director work at the day care centre. There is one educator for each group of children; one assistant helps with the two younger groups and is responsible for the distribution of meals, upkeep of the kitchen area, etc. All teaching staff have or are in the process of obtaining early childhood education diplomas. In addition, a music teacher comes once a week to work with the children. Student teachers and volunteers also contribute their time to the day care centre. The salaries of the staff are at the higher end of average for comparable centres in this area of Montreal. The day care staff also has a benefits package which includes 100 percent paid life and medical insurance, lunches, two to three weeks vacation depending on the number of years of service, 10 sick days per year and one hour paid preparation time per week.

Administrative Structure

La Garderie de la Place Ville-Marie is organized as a non-profit society governed by a Board of Directors. This board is composed of one Trizec representative and eight directors. The majority of the board members must be parents of children attending the day care centre.

Costs and Funding

Trizec contributed its employees' expertise in the planning and development of the day care centre as well as donating some furniture. The cost of the renovations to the site and the construction of the playground was $50,000. The day care centre received a $30,000 start-up grant from the provincial government's day care department and $5,000 from the provincial government's day care department for the Project Officer. The day care centre sought donations from other tenants in Place Ville-Marie; Via Rail contributed $15,000, an anonymous donor gave $5,000, and there were other smaller donations. Additional funding had to be obtained for unforeseen expenses. To do this, the board borrowed $25,000 from a bank with Trizec guaranteeing the note. The operating budget for the first year was $160,000.

The 1989-90 operating budget is $190,000. Trizec charges the day care centre rent but then gives this amount back as a donation. Trizec also provides maintenance and cleaning services. The day care centre receives a provincial day care centre operating grant. The parent fees are $385 per month from September to June and $85 to $90 a week during the summer months. The fees include a hot lunch, two snacks, and swimming and gymnastics instruction for the older children. These fees are comparable to those of similar centres located in downtown Montreal.

Effects of the Program

La Garderie de la Place Ville-Marie is one of the few work-related child care programs in Canada which has been involved in any systematic study of the possible effects of the day care centre on the children and parents. In a study of the day care programs at Place Ville-Marie and Mutual Life Insurance Company, Nina Howe of Concordia University reported that La Garderie de la

Place Ville-Marie is considered to be a very high-quality centre based on the excellent teacher-child ratios, post-secondary teacher training of the staff, and the creative and developmentally appropriate programming.[3] The parents reported that they selected this day care centre because it was of high quality and in a convenient location. Howe found that, according to the parents, the use of the day care centre had reduced parent guilt, improved employee morale and increased the children's sense of security and happiness. All of the children said that they liked being close to their parent's place of work and that their own parent was happy to be near them as well. The day care centre is an example of Trizec's contribution as a caring corporate and community citizen.

The day care centre has recently moved to a new facilities of Place Ville-Marie which has increased the space available to the day care centre to approximately 3,000 square feet.

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Trizec is planning a day care centre for the Maritime Centre in Halifax, which will be operated by the St. Joseph's Society.

9

CHILD CARE FOR GOVERNMENT AND CROWN CORPORATION EMPLOYEES

Governments in Canada participate in the provision of child care, both as employers and through legislation. The 1986 report by the Task Force on Child Care recommended that "the federal, provincial and territorial governments jointly develop complementary systems of child care and parental leave that are as comprehensive, accessible and competent as our systems of health care and education."[1] The 1987 report by the Special Committee on Child Care stated that the "federal government should assume its share of the responsibility for child care by supporting, where possible, the roles of parents, employers, provincial and territorial governments and child care providers by using its taxing and spending powers."[2]

Both of these reports recommended a role for the federal and provincial/territorial governments in the provision of child care for both their own employees and for the population in general. In terms of employer-supported or work-related child care, the two reports took somewhat different approaches, but both recommended that the federal government encourage the establishment of day care centres in federal government buildings. (See Chapter 8 for a discussion on the 1989 agreement between the Public Service Alliance of Canada and the Federal Government.) This recommendation has also been made by other groups including the Canadian Advisory Council on the Status of Women.[3]

The child care programs described in this chapter are supported by the federal or provincial government. The first profile is of an on-site day care centre in a federal Crown agency. The second profile is of an on-site day care centre for provincial government employees, and the third centre profiled is located in a large provincial Crown corporation.

The Federal Government

In 1981, the federal government began a pilot project to provide day care centres for the children of employees in federal buildings. The intent of this project was to establish non-profit, parent-operated day care programs. The Department of Public Works was to renovate the sites, and the individual departments were to cover the rent, maintenance, and utilities for the term of the project. Five day care centres were developed between 1982 to 1988 as part of this pilot project: Environment Canada in Downsview, Ontario; Employment and Immigration Canada in Hull, Quebec; the National Film Board in Ville St. Laurent, Quebec; Statistics Canada in Ottawa; and various federal departments at Canada

Place in Edmonton. (Children on the Hill, an on-site day care centre for the children of federal employees working on Parliament Hill, which began in 1982, was not part of this pilot project.)

A 1984 Treasury Board of Canada evaluation report[4] on the first three of these projects reported that the parents-users and the sponsoring federal departments were well satisfied with the day care programs. The report identified some problems with the policy itself, such as clarity of the policy, the criteria for entry, and some aspects of implementation. It also suggested that the issue of on-site versus off-site centres be examined and that day care centres should be considered in the planning stages of leasing space for federal offices. The report also questioned whether the day care needs of all employees were being met since the day care centres evaluated were used primarily by two-parent, one-child families who reported incomes of over $40,000.

Profile

The first profile in this chapter is of La Garderie Tchou-Tchou located at the National Film Board in Ville St. Laurent in Quebec. The establishment of this program was due primarily to the perseverance of the parents working at the NFB, who served on numerous committees and worked for 15 years before the day care centre became a reality.

LA GARDERIE TCHOU-TCHOU
NATIONAL FILM BOARD OF CANADA
VILLE ST. LAURENT, QUEBEC

La Garderie Tchou-Tchou is an on-site day care centre for the children of employees of the National Film Board at its centre in Ville St. Laurent. The National Film Board is a Crown agency which employs 700 people at the Ville St. Laurent location (approximately two-thirds of the employees are women). This day care centre was one of the federal government's original four pilot work-related child care centres.

Beginnings

The initial idea for a day care program to help meet the child care needs of the National Film Board employees originated with a group of employees in 1968. In the next 15 years, six attempts were made by employee groups to establish a day care program, finally resulting in an on-site day care centre opening in September, 1983. One of the early parent committees had investigated possible sites for a day care centre. A problem was that the NFB building is located in a residential neighbourhood and is therefore subject to zoning restrictions. The nearby Greek school already had a day care centre that was operating at capacity, so the only feasible option was an on-site centre. In April 1983, the film commissioner agreed to provide space rent-free within the NFB building for a day care centre. There was some criticism of this by the

employees in the department that was to be relocated to make space for the day care centre.

The day care centre was planned and organized by a volunteer committee of parents from the National Film Board. Six subcommittees were organized: (a) equipment and furniture, (b) staffing, (c) public relations to explain the program and counter criticism, (d) nutrition, (e) liaison between the NFB and government licensing agencies, and (f) playground. The parent committee made special efforts to liaise with the municipal, provincial, and federal agencies whose regulations affected the development of a day care centre. Because the building is federal government property, a Public Works architect had to design the centre and the renovations were done by Public Works.

The parent committees had done several questionnaire surveys to assess the employees' needs for child care during the previous 15 years. In early 1983, a questionnaire was distributed to all employees by the personnel department, and the results were analyzed by an outside consultant. This was the only outside consultant used in the planning process, and thus almost all of the planning for the day care centre was done by the parent committees. To publicize the new centre, the personnel department inserted a notice in all the pay cheques; in addition, the parent committee posted notices in the building and circulated information to all departments.

Facility

The Garderie Tchou-Tchou is located in what was previously the video centre and some offices. This space of approximately 177 square metres was selected for the day care centre because it is on the ground floor, near the entrance to the building (which is a security building), and accessible to an outdoor space that was developed into a play area as required by provincial day care licensing regulations. The construction of the playground (19m X 6m) was done with the assistance of a federal grant to hire several unemployed workers to construct the yard area and the playground equipment (e.g., climbing structure, shed, play train). The day care centre is located in one wing of the building, and this helps to contain the noise which might otherwise disturb some workers. The playrooms have tall windows, and are brightly decorated. Each age group has a playroom but the children are free to use other areas of the day care centre during most of the day.

Parents and Children

The day care centre is licensed for 30 children from 18 months to five years of age. The centre is now operating at capacity and all 30 children attend full-time. Originally, the day care centre accepted only the children of employees working in the NFB building. However, when the centre opened with only three children and the neighbourhood day care centres had waiting lists, non-NFB children were accepted. The children of NFB employees have priority. Of the enrolment in the spring of 1989, 18 of the children have at least one parent working at the NFB, 12 are from the community and another three children have a grandparent who works for the National Film Board. Of the NFB employees using the day care centre, approximately half are mothers and half are fathers with a few families in which both parents are NFB employees. The parents come from various departments and levels.

The parents using the day care centre have participated in the day care program by serving on the Board of Directors, helping to landscape the playground, installing shelving, repainting the day care centre, etc. One parent's fees are reduced in exchange for his time as the accountant. The parents are welcome to come and visit or observe their children during the day and many have done so.

The Program

The Garderie Tchou-Tchou is open from 7:45 a.m. to 5:30 p.m. on Mondays through Fridays (most of the employees at the NFB work weekdays from 8:30 to five o'clock). The day care centre was originally open until 6:00 p.m., but this was found to be unnecessary and the hours were adjusted. Parents are charged $1 per minute if they are late in picking up their child at the end of the day. The day care centre closes for the same holidays as the National Film Board and is open between Christmas and New Year if the parents vote for it to be open and there is a minimum attendance of six children.

The program in the day care centre is bilingual and multicultural. When the children arrive at the centre, they play in one group; often the cook does singing activities or games with the children during this time. At about 9:45, the children have the morning snack and then participate in activities in their own age group as planned by the educators. After lunch is nap/quiet time, which is followed by the afternoon snack and then play time. The children go outside to the playground or to the nearby park daily (weather permitting). The day care centre staff plan activities within the building such as carol singing in the cafeteria, a Halloween parade, and a Valentine parade.

Every Thursday morning, the children go to the viewing auditorium to see films. The children have appeared, either as a group or as individuals, in half a dozen films for the National Film Board. During the flood in the summer of 1986, parents were either very late in picking up their children because they couldn't get to the day care centre or the NFB parents couldn't leave. The staff and NFB employees organized a film show for the children until the water levels receded. Knowing that their children were safe and well-cared for in an emergency situation was a great relief to the parents.

Personnel

There are seven permanent staff members in the day care centre: the director, four educators, a cook, and one helper from a local intellectually handicapped workshop. (The day care centre can also use the NFB's on-site nurse in emergencies.) Two of the teaching staff have diplomas in early childhood education, and three others are presently enrolled in early childhood education courses through the CEGEP programs. This day care centre has always been successful in participating in government programs which provide funds for assistants to work in the day care centre at little or no cost to the limited day care budget. In turn, the day care staff provide in-service training. These assistants also attend evening college courses in early childhood education as part of their program.

The staff salaries, due to a recent salary adjustment, are average for the Montreal area; the staff have a benefits package paid for by the day care board which includes medical, insurance, three weeks vacation, 12 sick days and two professional days. The day care centre has shorter days than many day care centres because the work hours are determined by the hours the NFB employees work. The staff work on average a 40 to 42 1/2 hour week.

Administrative Structure

La Garderie Tchou-Tchou is organized as a non-profit corporation and is independent of the National Film Board. The day care centre's Board of Directors is responsible for the operation of the centre. The board consists of seven members: five parents and two staff members. The centre's director also sits on the board as a liaison to the administration and as a consultant. There are five active sub-committees including budget, fundraising, and amending the day care corporation's constitution.

Costs and Funding

The National Film Board contributed the space for the day care centre with the renovations provided by Public Works. The total cost for start-up expenses was approximately $80,000. A provincial start-up grant of $30,000 was also used. Shortly after the day care centre opened, the day care corporation had a cash-flow problem due to slower than anticipated enrolments. The board approached the unions at the National Film Board and received $10,000 grants from the Professional Institute of the Public Service of Canada and the Syndicat general du cinema et de la television/Cinema and Television General Union (the film-making and technical services employees' union). A federal Article 38 grant of $21,000 was used for the construction of the playground. The day care centre has tried to use available grants to provide additional staff, equipment and services.

The 1989-90 operating budget is $175,000 a year. The National Film Board contributes space, utilities, maintenance (estimated at $26,250 per annum) and a yearly grant of $7000 for toys and equipment provided these are ordered through the NFB's purchasing department. In addition, various other NFB departments contribute materials and services such as paper, photocopying, printing, and film shows for the children.

Another source of funds is the parent fees. The current fees (until April 1990) are $375 per month for full-time care. These fees are considered to be at the lower end of average for the Montreal area. Included in the fees are two snacks and a hot lunch daily. These meals are planned by a nutritionist and special dietary requests are accommodated whenever possible.

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(A profile of another child care centre located in a federal Crown corporation, Canadian National, is included in Chapter 3.)

Provincial Governments and Crown Corporations

Some provincial governments have provided programs for the children of their employees. Ontario and Quebec have developed specific policies to encourage work-related child care programs. These policies have helped provincial government employees with their child care needs. Ontario also provides a child care advisory service for provincial government employees (see the description of this service in Chapter 6). As part of its Northern Relocation Program to move government departments away from the Toronto area, the Province of Ontario has agreed to consider establishing day care centres in the new government buildings and to provide access to these centres for children from the community.

In Winnipeg, Manitoba, a parent cooperative day care centre was established for the children of provincial government employees, and a second centre for provincial government staff is being planned for a government building just outside the downtown Winnipeg area. In British Columbia, a day care centre was established at Valleyview Hospital as the result of an arbitrator's award to the British Columbia Government Employees' Union. In Prince Edward Island, government employees may participate in the TOTS program (Take Off the Summer). This program permits government employees to take a leave without pay to spend the summer with their children and return to the same job in the fall.

The employees of the Province of Newfoundland and Labrador who work in St. John's have access to the on-site Confederation Building Day Care Co-operative, which is profiled below.

CONFEDERATION BUILDING DAY CARE CO-OPERATIVE
GOVERNMENT OF NEWFOUNDLANDAND LABRADOR
ST. JOHN'S, NEWFOUNDLAND

The Confederation Building Day Care Co-operative is a non-profit on-site day care centre for the children of provincial government employees. There are approximately 6500 employees working in the Confederation Building office complex of whom about half are women.

Beginnings

In 1980, the Provincial Committee on the Status of Women examined various equity and women's policy issues of which one was child care. Subsequent to the committee's report to Premier Brian Peckford, a paper detailing the development of a child care facility for the children of employees was presented to Cabinet but was not implemented because of cost. Later the proposal was reworked to reduce the costs, made possible, in part, because of the decision by the government to build an extension to the Confederation Building which facilitated the inclusion of a day care centre and also reduced the original capital costs.

An interdepartmental committee was established to organize and supervise the planning of the day care centre and the renovation of the space. The committee began its work in January 1985 and hired an early childhood consultant from the community in February 1985. At a noon-hour meeting of interested employees in April, 14 people volunteered to work on the day care project. These volunteers were from a wide-range of departments and levels within the government. Several committees were set up to do the various tasks, and an umbrella parent committee was established to coordinate the project. This involvement of parents in the day care centre is considered by licensing and day care personnel to have been crucial to the success of the program. Among the several options explored for the administrative organization of the day care centre, a non-profit, parent-run facility was promoted with the anticipation that the employees would consider a co-operative model. Meetings with the co-operative division of the provincial government and the Federation of Co-operatives were instrumental in developing the co-operative philosophy of the day care centre.

A Board of Directors was elected in late 1986 with the task of overseeing the completion of the renovations to the day care building, outlining the basic policies of the day care centre, and writing the constitution for the day care co-operative society. An open house was held in May 1987 for the government employees so they could see the day care centre, which began operation in June 1987.

Facility

The day care centre is housed in a low single-storey building across the parking lot from the main Confederation Building. This building had been used for offices and storage. The day care centre has approximately 2400 square feet of play space and consists of three light, airy, brightly painted play rooms, a director's office, a kitchen, an observation area, bathrooms, sleeping room, storage and a parent information library. A playground with climbing structures and swings is located adjacent to the day care centre.

Parents and Children

The day care centre is licensed for 50 children (the maximum allowed under provincial regulations) from two to five years of age. Of the 1988-89 enrolment, 12 are two year olds and the rest are three and four year olds. The centre is operating at its maximum enrolment and has a waiting list. The day care program accommodates part-time children. To be eligible for the day care program, at least one parent must be a provincial employee working in St. John's and the parent must become a member of the day care co-operative society. Priority is given to children who already have a sibling in the centre or who have special needs (e.g., cerebral palsy, cystic fibrosis). The employees are equally divided between the mothers and the fathers of the children. The parents work in many different government departments, which gives the day care program access to a variety of expertise and help when needed (e.g., purchasing, accounting).

Parents have been actively involved in this day care centre since the early planning stages. In addition to belonging to the day care co-operative society, serving on the Board of Directors and attending meetings, the parents can drop in and have lunch with their children or visit during the day. The parents also organize fund-raising activities, help with the newsletter, serve on committees, and assist with projects for the centre.

Confederation Building Day Care Co-operative has received the support and interest of many government employees. Employees of departments such as Social Services and Public Works and Services are invited to day care centre events and, last Halloween, the children went trick-or-treating to various departments. Some parents reported that the children received so many goodies that they didn't need to go out after work with their children!

The Program

The day care centre is open from 8 a.m. to 5:30 p.m. from Monday through Friday. Because of the government's working hours (8:15 to 4:45), there has been no demand for extended hours or weekend care. The children's program emphasizes learning through play and interaction with other children and adults. In the mornings, the children play in three playrooms organized around learning centres and participate in activities based on a theme. Lunch is from 11:30 to noon and is followed by nap or quiet play. The children use the outdoor playground daily and are often taken for trips in the local community.

Personnel

Staffing of day care programs in Newfoundland and Labrador is based on the staff-to-child ratio set out in the day care regulations. The Confederation Building Day Care Co-operative employs nine staff: seven teachers, one director and a housekeeper. All of the teaching staff have early childhood certificates as well as extra training in areas such as children with special needs and dealing with child abuse. The day care program emphasizes a team approach in staff planning and operation. There has been little staff turnover in this program since it began, significant in a profession characterized by high rates of staff turnover. The staff salaries are slightly above average for local community day care centres; and the day care staff has a benefit package which includes medical, dental, life insurance and glasses. This day care staff had a dental plan before the provincial employees.

Administrative Structure

The day care centre is not part of the provincial government but is organized as a co-operative society operated by the parents of the children using the centre. Membership in the co-operative is required before a child can be enrolled in the program (the membership fee is $5). The Board of Directors of the co-operative, consisting of nine elected members, is generally composed of parents but may also include other co-op members from the staff or people interested in child care issues. The board meets monthly to respond to parents' concerns and requests, to set policy, and to hire staff. There is also a Liaison Committee, including the deputy ministers from Social Services, Education, and Public Works, which assists the board in its dealings with the government. The provincial government has no involvement in the operation of the day care centre apart from licensing requirements.

The day care co-operative is one of five day care co-operatives that belong to the Newfoundland and Labrador Federation of Co-operatives. The past president of the day care's board is a representative to the regional co-operative which has established a committee to examine ways of encouraging child care programs in rural areas of the province.

Costs and Funding

The provincial government provided the building for the day care centre and did the renovations. There was also a $12,000 equipment grant from the provincial government in the beginning. The 1988-89 operating budget is $150,000 a year. The provincial government charges the day care co-operative $1 a year for rent, utilities, maintenance, and cleaning. The main source of funds is parent fees, which are $75 per week for full-time attendance including a lunch and two snacks. The part-time fee is $16 a day with a minimum required attendance of two full days per week. Provincial subsidies are available for families that qualify. Further fundraising efforts are organized by the parents in the co-operative. The goal of the board is for approximately 10% of the yearly budget to come from fundraising activities.

Future Plans

Groups interested in beginning a work-related day care program in Newfoundland and Labrador have contacted the Confederation Building Day Care Co-operative and visited the program. The co-operative is also a resource for those interested in the co-operative model for day care programs. The day care co-operative is investigating the possibility of a satellite family day home network to meet the need for infant care.

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The following profile is of the on-site day care centre located at Ontario Hydro in Toronto. It is an example of a provincial Crown corporation with a work-related child care program for the children of employees.

HYDROKIDS DAY CARE
ONTARIO HYDRO
TORONTO, ONTARIO

When Hydrokids first opened in 1985 it was one of perhaps two work-related day care centres in Canada located in a heritage-designated building. Until December 1989, Hydrokids was housed in the original Ontario Hydro office building down the street from the present head office. In late 1989, Hydrokids was relocated in a neighbouring Hydro building because of the sale of its first home to the province for the Ontario Cancer Institute's new hospital.

Ontario Hydro is a statutory corporation which produces and delivers electricity throughout the Province of Ontario. It has 24,000 employees of whom approximately 7000 work in or near the corporate headquarters. Overall, about 80 percent of Hydro employees are men; at the head office the percentage of women is about 40 percent.

Beginnings

Hydrokids Day Care resulted from several initiatives on child care. One of these came from the women's committee of the Ontario Hydro Employees' Union (Canadian Union of Public Employees Local 1000) which led to work-related day care being raised as a bargaining item in 1982. (Approximately 16,000 Hydro employees are represented by CUPE Local 1000, the largest local in Canada.) Both sides agreed to remove this item from bargaining and have a committee of professional, union and management representatives study the issue. This committee released a report in September 1983, recommending that Ontario Hydro establish a day care centre at or near the head office. This report was reviewed by a management working group of three directors appointed by the vice-president. This group discussed the issue from a cost-benefit perspective and as an equity issue.

At this time, the City of Toronto was providing information and assistance in developing more child care facilities in the downtown core area. A group of parents at Ontario Hydro met with the city day care consultants and in April 1983, a noon-hour forum on workplace day care filled the Hydro auditorium. As a result of this response, a follow-up meeting was held in February 1984 to develop a plan and a Parents' Steering Committee for Workplace Day Care at Ontario Hydro was formed. In March 1984, this steering committee wrote to the president of Ontario Hydro, Milan Nastich, recommending a day care centre. Senior management discussed the request and decided to support the establishment of a day care centre in support of the corporation's affirmative action program. The Parents Steering Committee was requested to develop a proposal in cooperation with Etta Wharton, manager of the affirmative action program. This proposal was to be for an on-site day care centre which was to be financially self-sustaining through user fees. This group developed a comprehensive, well-researched proposal which met these criteria and presented it to the president in September 1984. The proposal was taken by the president to the Board of Directors of Ontario Hydro and was approved in November 1984. The steering committee then began to work to find a location and plan the day care centre.

Hydrokids Day Care was incorporated as a non-profit corporation in February 1985. The steering committee acted as an interim board. Assistance was provided by the City of Toronto Planning Department's day care consultants. The Real Estate Services Division of Ontario Hydro helped provide the planning interface for work done by the architect and contractors. A funding grant was received from the Day Care Initiatives Project of the Ministry of Community and Social Services in March. A lease agreement was signed with Hydro in June, and renovations began. A director for the day care centre began work in June; the committee felt it was very important to hire the director as early in the planning stage as the budget would permit. The new day care centre was publicized in the company newspaper and promoted in-house. On the first day of registration, some families came in at 5 a.m. to register. Hydrokids opened officially on August 20, 1985 with a ribbon-cutting ceremony attended by the Chairman and President of Ontario Hydro, the Mayor of Toronto and other municipal, provincial and Hydro officials. The community and employees attended an open house on August 22, and the day care centre began caring for 17 children on August 26 and quickly filled its 54 spaces.

The Facility

Both the first and the present location of Hydrokids were selected because they provided sufficient space to meet the provincial licensing requirements. Both are ground floor locations, accessible to Hydro employees, with outdoor space for a playground as required for licensing and proximity to other park areas. The steering committee's original proposal noted that the children might be more comfortable in a smaller building rather than in the atmosphere of a larger office tower.

Today, the day care centre occupies approximately 6500 square feet on the ground floor. The main floor has separate playrooms for all age groups, infant through to kindergarten, as well as the infant sleep room, kitchen, director's office, laundry, staff room, storage, children's lockers, washrooms and changing areas, and a gross motor activity area. The outdoor playground is in a fenced area immediately outside the back entry to the day care centre and includes an infant play area as well as sand, tunnels, climbers, slide and playhouse for the toddlers and preschoolers.

Parents and Children

Hydrokids is licensed for 62 children from birth to six years of age. The children of Hydro employees are given priority in enrolment. There are currently ten community children in the day care centre and most of these have been in the day care centre since it opened. In total there are 10 infants (to 18 months), 10 junior toddlers (to 24 months), 10 senior toddlers (to 30 months), 16 preschoolers (to four years) and 16 kindergarten children enrolled. Currently, there is a long waiting list.

The families using the day care centre are almost all two-parent families from various departments at Hydro. The employees using the program are evenly divided between fathers and mothers, with 13 children having both parents working for Hydro. There are 12 sets of siblings, and at one time one family had three siblings, attending the day care centre.

Parent involvement in Hydrokids is encouraged, and many parents come to visit their children during the day, often at lunch time. The parents also help on field trips in the community, organize fundraising projects, prepare a monthly newsletter and participate in the yearly "clean and fix day" at the day care centre. Parent representatives are elected to Hydrokids' Board of Directors.

The Program

Hydrokids is open weekdays from 7:30 a.m. to 5:30 p.m. There have been a few requests from the parents for the day care centre to remain open until 6 p.m., but the number needing this is not sufficient to justify the additional cost. Most of the children arrive at the day care centre between eight and nine o'clock. They spend the morning until snack time in self-selected play activities in their playrooms. After snack, the children play outdoors for about one hour before returning to their playrooms for "learning circles" which include developmentally appropriate activities such as language stimulation, music, and stories. Lunch is followed by a nap of one to two hours; quiet activities are provided for the children who do not need a full nap time. After nap is a snack and then outdoor play. The children spend the remainder of the afternoon until their parents arrive doing self-selected play activities. The staff emphasize the importance of child-initiated activities and try to build on the individual child's interests and needs. A junior kindergarten program was begun in September 1987 and expanded to include a senior kindergarten program the next year. This program is consistent with the kindergarten curriculum of the Toronto Board of Education.

Personnel

Hydrokids staff are not employees of Ontario Hydro; they are employees of the Hydrokids' Board. Hydrokids has a staff of 14; in addition to the 11 teaching staff, there is a full-time director, a full-time assistant director, and a full-time cook. The day care centre is also a practicum placement for students in early childhood education from the local colleges. Of the 11 teaching staff, nine have completed training in early childhood education and two are finishing their training. The staff salaries are competitive with similar day care centres in Toronto. The staff benefits include medical, dental, vision, extended health, life insurance, workers' compensation and family leave. Staff may also use Ontario Hydro's fitness centre. The Board of Directors views salaries and benefits as important for recruiting good staff. It is becoming more difficult to hire fully-qualified staff with early childhood education training in Toronto because of the growth of new day care centres and the decreasing pool of early childhood educators.

Administrative Structure

Hydrokids is an independent non-profit corporation operated by a nine-member Board of Directors consisting of eight elected parents and one representative from Ontario Hydro. The director of the day care centre is an ex-officio member. This board meets monthly and is responsible for the major policy and administrative decisions at Hydrokids. There are also five standing sub-committees: Finance, Planning, Communication, Fundraising and Personnel.

Costs and Funding

Ontario Hydro provided a capital grant of $200,000 for start-up costs and a $50,000 interest-free 30-year loan which the day care centre is now repaying. Hydro also offered the Steering Committee another $50,000 loan with interest but this was not needed. The day care centre received a $55,000 start-up grant from the provincial government. The total cost for architectural services and renovations was approximately $173,000.

The 1989 operating budget is $465,000 of which almost 90 percent is salaries. Ontario Hydro does not contribute directly to the budget but provides space, maintenance, cleaning, utilities, and security services for a yearly rent of $10 (the assessed value is approximately $150,000 a year).

The source of revenue for Hydrokids is parent fees. The 1990 fees are $700 per month for infants, $645 for toddlers and $560 for preschool and kindergarten children. The fees are the same for the children of employees and those from the community and are at the high end of the scale for day care centres in downtown Toronto. Financial assistance is available from Metro Toronto Children's Services for those families who qualify; six of the families using the day care centre (mostly single parents) receive subsidies.

Other sources of revenue have included a City of Toronto Day Care Salary grant for staff salary enhancement, a small renovations grant from the provincial government to prepare the rooms for the kindergarten program, and fundraising. Fundraising events have included a day care run, raffles and a toy sale, a summer fun fair and a Hydrokids cookbook.

Future Plans

Ontario Hydro is planning to move some of its headquarters employees to a building on North Yonge Street (approximately 40 minutes by subway from the present location). A decision has already been made to include space for another day care centre at the new location. Employees recently moved to another North York location, Place Nouveau, have access to daycare through a joint venture between Ontario Hydro and the North York Board of Education. This centre is located in a nearby high school. Ontario Hydro sites are investigating the feasibility of daycare. Pickering Generating Station was

given approval in late 1989 to help establish a daycare centre in Pickering village. This centre will be funded jointly with Durham College, the Province, and Ontario Hydro. The centre will be set up and run by Durham College, with the involvement of Ontario Hydro employees. These are measures of the acceptance of the idea of an on-site day care centre by both management and employees. All daycare facilities receiving assistance from Hydro must meet guidelines established by the company's Employment Equity Department. The Employment Equity Department, in addition, provides advice and assistance on daycare planning.

Since the opening of Hydrokids in 1985, both the staff of Hydrokids and Ontario Hydro have responded to hundreds of requests for information and tours of the day care centre. Hydrokids has received coverage in the media and is well-known and accepted in the downtown area. Both Hydro employees and other employees in the vicinity have commented to Hydrokids' staff that they enjoy seeing the children and that their artwork hung in the windows of the day care centre is a welcome sight on a busy commercial street.

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Municipal governments are also involved in the provision of work-related child care programs for their employees. The City of Calgary and the City of Toronto both have on-site day care centres for the children of municipal employees working in their city halls and municipal government departments.

10

WORK-RELATED CHILD CARE IN SPECIAL SITUATIONS: MEETING FAMILIES' SPECIAL NEEDS

In theory, one of the strengths of work-related child care is its potential for meeting the child care needs of employees in companies and organizations which have specific or unique work requirements such as shift work, unusual hours or work in isolated locations. This chapter profiles three child care programs that have provided child care to the satisfaction of both employees and employers. Each of the three is designed to accommodate special needs and circumstances for which the typical community child care options were not adequate.

The Edmonton Hospital Workers Child Care Society provides three child care programs for the children of hospital employees, many of whom work rotating shifts. The Downs Children's Centre in Winnipeg was developed to meet the need for seasonal scheduling and extended day care hours for the children of workers at Assiniboia Downs Race Track. The Nanisivik Daycare Centre, which has operated since 1976 in a small, isolated mining community on Baffin Island in the Northwest Territories, is an example of a 100 percent employer-funded day care centre.

Child Care for Shift Workers

Parents who work shifts, especially rotating shifts, usually find it more difficult to arrange child care than do the parents working nine to five Monday to Friday. People working part-time, as casuals or on call also report problems in finding child care for their young children, especially on short notice. For financial reasons and personal convenience, most day care centres and family day home providers prefer taking children on a full-time basis, five days a week.

Some companies and most health care facilities operate 24 hours a day, while most community-based child care programs operate from six or seven in the morning until five or six in the evening. Employees with young children, especially single parents, may find it difficult to find child care for the evening and night shifts. Other parents, however, choose to work a permanent evening or night shift, in part because there is a spouse, relative or friend who can care for the children at that time.

Hospitals are 24-hour institutions and many, if not most, have rotating shifts for all but supervisory and administrative personnel. It would seem logical that, given the number of hospitals in Canada with an on-site or off-site day care centre for their employees, these centres would be open for more than the usual eight to eleven hours that community-based day care centres are open. A 1985 survey of work-related day care centres in Canada listed 41 connected to hospitals or health care facilities. Of these, four had child care available on request for more than 11 hours; and only two had child care available for more than 11 hours on a regularly scheduled basis.[1] The hospitals and other 24-hour operations included in this study report there have been relatively few requests for extended hours of care and, if they have received requests, the numbers have not been sufficient for it to be economically feasible to extend the hours.

Discussions with health care workers have revealed that one reason for this apparent contradictory situation is that many parents prefer in-home care for the evening and night hours and have made satisfactory, if multiple, care arrangements. One mother explained: "Would you really want to have to wake up your three year old at 10 p.m. and drive half an hour during the Alberta winter to take him to a centre so the child care workers can try and get him back to sleep?"[2] Some parents who work nights enrol their children in a child care program during the day so that they can sleep. But for other parents, finding "after-hours" child care is a limiting factor in their acceptance or tenure in a job.

An on-site or off-site day care centre is not the only option for meeting the child care needs of parents who work shifts or non-typical hours. The Edmonton Hospital Workers Child Care Society has addressed the multiple child care needs of hospital employees by developing multiple programs. There is an off-site day care centre which is within a few blocks of three hospitals, a network of family day care homes which can accommodate infants and children needing care during the evening or night, and an out-of-school/summer program for school-aged children. The Edmonton Hospital Workers Child Care Society programs are profiled below.

EDMONTON HOSPITAL WORKERS CHILD CARE SOCIETY
EDMONTON, ALBERTA

The Edmonton Hospital Workers Child Care Society (E.H.W.C.C.S.) was the first consortium workplace child care program in Canada. This consortium, which resulted from the settlement of the 1980 nurses' strike in Alberta, included five hospital unions (Alberta Association of Registered Nursing Assistants, Alberta Union of Provincial Employees, Canadian Union of Public Employees, Health Sciences Association of Alberta, and United Nurses of Alberta), The Alberta Hospital Association, and three hospitals. The three hospitals were the Royal Alexandra Hospital (a university-affiliated teaching complex with 931 beds and more than 2700 employees), Glenrose Hospital (a rehabilitative care facility with 288 beds and 850 employees) and Norwood Extended Care Centre (a long-term rehabilitative care facility with 366 beds and 426 employees). Approximately 85 percent of the employees of the three hospitals are women.

Beginnings

In April 1980, contract negotiations between the United Nurses of Alberta and the Alberta Hospital Association resulted in a collective agreement which included the establishment of a committee to examine the costs, benefits, alternatives and need for child care. This committee, composed of representatives from the Alberta Hospital Association and the five hospital unions mentioned above, began work in fall 1980.

At an August 1980 meeting organized by the United Nurses of Alberta, a pilot project committee was formed to investigate the need for and feasibility of establishing a day care centre for the employees of the Glenrose, Norwood Extended Care and Royal Alexandra Hospitals. The following month a questionnaire on child care needs was distributed to all employees at the three hospitals. The results of this survey indicated a need for infant, preschool, out-of-school care, and care on both a part-time and full-time basis during the day and evening; there was only limited need reported for overnight care.

In January 1981, the joint hospital-union committee recommended the establishment of a pilot child care project in the vicinity of the Glenrose, Royal Alexandra and Norwood Extended Care Hospitals. It recommended the project be a day care centre with a family day home network. The Edmonton Hospital Workers Day Care Society was incorporated in October 1981 to "maintain, operate and conduct on a non-profit basis a child care program."[3]

In July 1982, a day care centre, located in an elementary school a few blocks from all three hospitals, was begun. A family day home network designed to meet the child care needs of hospital employees who worked evenings, nights, and weekends, as well as those who needed infant care or preferred a family day home setting, was established in October 1982. This was the first family day home project to be approved when the Province of Alberta transferred family day homes to community operators. The out-of-school care program was begun in August 1984 to meet the need for supervised care before school, during lunch time, after school and during the holidays for school-aged children.

Facilities

The E.W.H.C.C.S. Day Care Centre is located on the first floor of the Spruce Avenue Elementary School. This site was selected because it is within a few blocks of all three hospitals and no suitable space was available at the hospitals at the time the day care centre was being developed. The day care centre covers about 4000 square feet and includes three playrooms, a large kitchen, the director's office, a staff room, an office and storage space. There is an outdoor playground for the day care centre children, as well as the community playground on the other side of the school building and a large field area. The equipment in the day care centre playground was obtained through fundraising and from the Glenrose Hospital when the playground on the hospital grounds was dismantled. The playground equipment includes slides, tire swings, sandbox, swinging bridge and balance beam.

The office of the E.W.H.C.C.S. Family Day Home Program is located in St. Basil's School (Edmonton Roman Catholic School District) across the street from the day care centre. This is also the location of the E.W.H.C.C.S. Out-of-School Care Program.

Parents and Children

In all three programs of the Edmonton Hospital Workers Child Care Society, the children of hospital employees are given priority for enrolment, although children from the community are accepted. The day care centre is licensed for 66 children (or full-time equivalents) from 19 months to six years of age. In January 1990, there are 63 children attending the day care centre, and approximately half of these are children of hospital employees. There are 160 children using the family day homes, of whom 75 percent are under three years of age; 25 percent are the children of hospital employees. There is a waiting list especially for infant places and for shift care. The enrolment in the out-of-school care program is 26 children (six to 12 years old), and half of these children are from hospital employee families. The ratios of hospital to community families in all three programs have been constant over time. The hospital families using the E.H.W.C.C.S. programs are employed in a wide variety of departments in the hospitals. Except for two or three fathers, the parent-employee using the three programs is the child's mother; most of the families are two-parent families. Over the years, the parents have been involved in the programs in a wide variety of ways including teaching sign language, donating materials, presenting a CPR course for the staff, volunteering as the cook in an emergency, helping with fundraising activities, preparing or repairing materials and equipment, serving on the Board of Directors, and helping with advertising of the program.

The Program

There are three E.W.H.C.C.S. child care programs. The first of these is the Day Care Centre, which operates from 6:30 a.m. to 5:45 p.m. Mondays through Fridays. The original goal of providing centre-based care until 12:30 a.m. was never implemented because of lack of need expressed by the parents. The program provides opportunities for each child to develop his or her potential physically, emotionally, socially and cognitively. The children are grouped in three groups of multiple ages (i.e., each playroom has children from 19 to 60 months of age).

The day care centre program begins at 6:30 a.m. with approximately two hours of self-selected activities by the children at the various learning centres (e.g., sand and water, art, wheeled toys, library) in the playrooms. There is a morning snack/breakfast followed by more play time and then a group circle time of songs, fingerplays, movement activities and stories. During inclement weather, the children use the school gymnasium for large muscle activities. After clean-up time, the children play outdoors in the day care centre's play area or the community playground which also includes a large open area. After lunch, there is a rest time of one half hour to two hours depending on an individual child's needs. The kindergarten-aged children participate in activities in the "stay-up program" in the out-of-school program space, which is vacant at this time. At about 2:15, the remaining children awake and participate in teacher-planned table activities (e.g., puzzles, craft projects, construction) and the afternoon snack. This is followed by outdoor play, weather permitting. The children go on frequent field trips in the community (e.g., library, firehall, near-by stores, swimming pool, neighbourhood playgrounds).

The E.H.W.C.C.S. Family Day Home Program is a satellite family day home service for children from birth to age 12. A satellite system means that the up to 100 day homes (licensed capacity) are supervised by staff with Early Childhood or equivalent backgrounds employed by the E.H.W.C.C.S. A supervisor visits the day homes regularly to monitor the program and to provide help and in-home training for the day home providers. The family day home providers are not employees of the E.H.W.C.C.S.; their services are contracted by the Family Day Home program and they are considered self-employed.

The Family Day Home Program staff recruit and screen the family day home providers. A potential provider is interviewed by the staff, and the person's references are checked. A security clearance is obtained by the prospective provider. Home safety checks must be done as well to maintain a safe environment for the children. The staff report that they look for people who have a positive attitude toward themselves and children and who relate well to young children as well as having a good knowledge of child development and activities appropriate for young children. The program has a toy and equipment library which loans materials to the family day homes. Many of the parents using the family day homes have reported that they like and appreciate the screening of the providers and the monitoring of the family day homes. The day home providers are required to attend six two-hour meetings a year which present speakers and discussions on topics such as safety, childhood diseases, toy selection, and non-verbal communication. The staff report that it is difficult to find enough family day homes for the infants needing care; another problem is providing care during weekends.

A parent who wishes to use a family day home telephones the office and arranges for an interview with one or more of the providers, if spaces are available. The provider and parent discuss the child, the family background, the type of care needed and preferred, the parent's goals for the child, discipline, feeding and sleeping schedules. If the arrangement is suitable for both parties, the parent comes to the Family Day Care Program office to complete the necessary forms and pay the fees.

A typical day in a family day home consists of an 8 a.m. arrival with a flexible and varied morning schedule which may include activities such as baking, arts and crafts, games, toys, shopping trips, morning snack, outdoor play in the back yard or a trip to the local park in a stroller. After lunch there is a sleep time followed by a snack and more activities. As in the out-of-school centre, school-aged children may arrive some time before school, be back for lunch and require care after school as well. If the parents are shift workers, child care may be needed from noon until midnight or overnight. For overnight care, the children arrive about 10:30 p.m. and are put to bed. The children are given breakfast in the morning before they leave the day home. This is one of relatively few programs in Canada which provides for the overnight care of children.

The third E.H.W.C.C.S. program is the Out-of-School Care Program for children from six to 12 years of age. This program operates weekdays from 6:30 a.m. until time for school, during lunch time and then after school until 5:45 p.m. during the school year. The program operates weekdays during the summer and school holidays. The summer program includes centre-based activities as well as recreational activities in the community.

Children with handicaps may be accommodated within the child care centres and family day home operations. Limited funding is available through Early Childhood Options, which receives monies through the Alberta Social Services Department. These dollars go toward establishing and carrying out an individualized program based on the child's needs. The program staff and family day home providers attend workshops, in-service sessions, and case conferences and visit other community resource agencies to learn how to best create the learning environment for the child with handicaps in an integrated setting (i.e., a setting with handicapped and non-handicapped children).

Personnel

The Edmonton Hospital Workers Child Care Society employs up to 25 people for the three programs. There are three family day home supervisors and three workers in the out-of-school program. There is a full-time director, a cook, an Administrative Assistant, and one secretary. The remaining staff are child care workers in the day care centre. Ninety per cent of the day care centre staff have early childhood training from a variety of training institutions. There is relatively little turnover among the staff of the three programs. The staff salaries are in the top 5 percent for non-profit centres in Edmonton. Staff benefits, which are cost-shared on an 80/20 basis, include long-term disability, life insurance, prescription costs, mental health days, holidays and accumulating sick leave.

Administrative Structure

The Edmonton Hospital Workers Child Care Society is a non-profit society governed by a board consisting of hospital and non-hospital parents; the director of the child care programs is an ex-officio member. All of the families whose children are enrolled in the programs are members of the society, as are all the family day home providers. When the society was first established in 1981 to operate the child care programs as a pilot project, there was a two-tiered administrative structure consisting of the board described above, responsible for the operational decisions, and a joint management committee (i.e., the Interunion/Alberta Hospital Association Child Care Steering Committee) which oversaw the planning, development, and evaluation of the pilot child care project. This latter committee operated from 1981 until 1985. The E.H.W.C.C.S. operates independently of the three hospitals, the unions and the Alberta Hospital Association.

Costs and Funding

The start-up budget for the day care centre in 1981-82 was $147,000, which included the renovations which were done by the Edmonton School Board. The Alberta Hospital Association contributed $54,100; the United Nurses of Alberta and the Alberta Union of Public Employees each contributed $20,000; Royal Alexandra, Glenrose, and Norwood Extended Care Hospitals each contributed $10,989; other lesser amounts were contributed by the other unions involved in the consortium, four United Nurses of Alberta locals and one local of the Alberta Association of Registered Nursing Aides.

The current operating budget for the three child care programs is $1 million a year. The E.H.W.C.C.S. receives an average of $37,500 a month in fees for service in addition to the provincial operating allowance and subsidy for the day care centre and an administrative fee and subsidy for the family day home program. The parent fees for the day care centre program are the second lowest in Edmonton. The fee structure has five steps based on the number of hours the child attends the program. These fees range from $100 a month for children who attend less than 45 hours a month to $340 for children attending more than 166 hours. The majority of the users pay $285 a month (126-165 hours). The monthly fee for full-time child care in the family day home program is $294; the fee for casual use is $20 a day. The out-of-school program is subsidized by the City of Edmonton. The fee for this program is $260 a month, which is typical for after-school programs in Edmonton. Recent fundraising activities sponsored by the board have included the sale of chocolate bunnies and almonds, which raised $7000, and the sale of Christmas wrapping paper, which raised $4000; additional fund-raising activities are planned for the future.

Effects of the Program

A comprehensive evaluation of the three E.H.W.C.C.S. child care programs was done in 1984-85.[4] This study, one of the few evaluations of work-related child care programs in Canada, examined the effects of the child care programs on employers, employees, and families as well as assessing the current and future child care needs of the employees at the three hospitals.

Although the use of the work-related child care programs did not have a statistically significant effect on parents' absenteeism, tardiness, or recruitment, there seemed to be some possible effect on the retention of the employees. All of the employees at the three hospitals were surveyed about child care; the majority of respondents indicated that child care is important for enabling parents to work, and 16 percent reported having left a job in the past for child care reasons (excluding maternity). One mother commented "I wouldn't be able to work without day care," and a supervisor wrote that "a number of employees who are returning have come back part-time because of E.H.W.C.C.S."[5]

Significant effects on employee attitude and morale were reported: the parent-employees using the child care programs were less likely than other parents to report child-related difficulties relating to job stress, working the desired hours (e.g., part-time) or returning to work after the birth of a child. These parents reported improved efficiency at work since their child was enrolled in an E.H.W.C.C.S. program, although their supervisors reported no change. The parents commented frequently that they were better employees because they were not worried about their children and could depend on the child care program. Some typical comments were, "Having my child in the out-of-school program has given me peace of mind," and "I'm more secure because I know the day care is well-regulated and well-run."[6]

The parents using the three child care programs were enthusiastic about the quality of the programs and the staff, and 90 percent had recommended the programs to their friends and colleagues. One parent commented that the program was "a God-send, best day care in western Canada."[7] The parents also reported positive changes in their children's socialization skills, language use and level of independence since the child had been enrolled in an E.H.W.C.C.S. program.

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Child Care for Seasonal Work and Unusual Hours

The hours of seasonal workers typically do not coincide with those of most community-based child care programs. Some workers who may have to deal with this are those involved in farming, construction, recreation, and fish processing and students in colleges and universities. For these groups, it is difficult to provide the traditional forms of child care because care may be needed intensively for just a few weeks at a time, as for fish processing plants, or at irregular hours for an extended period, as for university students. An additional problem may be that this work is done in isolated or rural communities that do not have a wide base of resources upon which to draw. One group in British Columbia that wanted to set up a work-related day care centre during the fishing seasons couldn't find anyone in the community who wanted to operate a child care program because they could make much more money working in the fish processing plant.

One group with unique needs for child care is the people who professionally train and race horses. This is usually seasonal work: families may move from track to track for the different meets, and the hours are different from the typical nine to five weekday pattern of most workers. The following profile describes the circumstances at one race track and how a worksite program was developed to meet these workers' child care needs. It is interesting to note how this program was initiated, developed, and expanded.

DOWNS CHILDREN'S CENTRE
HORSEMEN'S BENEVOLENT AND PROTECTIVE ASSOCIATION
WINNIPEG, MANITOBA

Downs Children's Centre is located in the horse barn area of Assiniboia Downs Race Track. The day care centre was established to meet the unique needs of the families who work at the race track. Downs Children's Centre has attracted a great deal of interest from other race tracks in Canada and the United States. It has been featured in articles in *Daily Racing Form, Winnipeg Free Press* and professional horsemen's journals.[8] Because of the nature of horse racing and the racing scheduling, there is a need for safe care for extended hours through the week including the weekends. The typical day care provisions found in the community cannot meet the child care needs of the families working at the race track. The Downs Children's Centre has been so successful in meeting these needs that the program has recently expanded and future expansion is being planned.

Assiniboia Downs Race Track employs 800 people as racing officials, office staff, maintenance crews, ticket sellers, food service workers, etc. Other people who work at the race track, such as owners, trainers, grooms, jockeys, exercise riders and drivers, are licensed by the Manitoba Racing Commission. In 1988, this body licensed 2601 people for the Thoroughbred Season (flat racing from May to October) and 700 for the Standardbred Season (harness

racing from November through April). Approximately one-third of these licensees are women.

Beginnings

The Downs Children's Centre opened in 1981 primarily as a result of the efforts of one woman. Iris Wedge and her husband are horse owners, and at this time their daughter was working for them as a groom. Mrs. Wedge became concerned about the safety and welfare of the young children of track families, including her own granddaughter. There was no safe place for the children to play that was out of the way of the horses, trucks and other mechanical equipment used in training and conditioning horses.

When Mrs. Wedge was elected as the first woman on the Board of Directors of the Thoroughbred Horsemen's Benevolent and Protective Association, she raised the issue of the need for supervised child care for children of families working at the race track. After some spirited discussion, the board gave its approval in 1981 for Mrs. Wedge to investigate the establishment of a day care centre at the race track. She contacted the provincial licensing people about the regulations for establishing a day care centre. The provincial advisers were very helpful throughout the planning and development of the day care centre. The track management agreed to let the Horsemen's Association renovate an unused 25-year-old tack building that was in disrepair. A tack building consists of many small rooms each with its own door. The internal walls were removed and the door areas made into windows which resulted in a light, airy day care centre.

Downs Children's Centre opened on July 17, 1981, and operated until the end of the meet (i.e., racing season) in November. At that time, the Standardbred Horsemen did not have enough young families working at their meet to justify keeping the day care centre open through the winter. However, the day care centre reopened the next April for the thoroughbred meet. With the recent increase in winter racing, more families at the track need care for their young children and this, in turn, has enabled the day care centre to remain open all year.

In 1987, it was decided to expand the day care centre to meet the growing demand. Another tack building was renovated. The program accommodates infants through school-age children, and this enables both fathers and mothers to work full-time with their horses. It has also meant that single parents can now work in the barns without worrying about the safety of their young children. Over time, the idea of a day care centre at the race track has become accepted by the horsemen, and approval for the expansion of the day care centre was not as contentious as the original approval.

The Facilities

The Downs Children's Centre is located across from the horse barns in a security area of Assiniboia Downs Race Track. Most race tracks maintain strict security around the barns and training areas to protect the horses and prevent interference. The two buildings that make up the day care centre are located between the horse barn area and the back turns of the race track. This location permits the children to watch the races in the early evening from their playground. The children look for and cheer on those horses that are owned, trained, ridden, or cared for by any of the families using the day care centre.

The two day care buildings are each 20 feet by 80 feet with many windows. The majority of space in both buildings is used for the playrooms, which are divided into learning centres such as the housekeeping area, book corner, and art area. One building has a complete kitchen where the children's meals and snacks are prepared. In addition, there are small rooms in each of the buildings that can be used for special small group activities or as sleep rooms if needed. The children's playground extends the length of the two buildings and is approximately 25 feet wide. It is equipped with climbers, swings, sand box and other outdoor toys and equipment.

Parents and Children

Because the day care centre is located in a security area, it is not possible to include children from the community. Even if it were, it is not likely that the unique pattern of days, hours and months of operation would meet the child care needs of most families in the surrounding community. The eligibility criteria for enrolment is that at least one of the child's parents must be licensed in some capacity by the Manitoba Racing Commission.

Downs Children's Centre is licensed for 30 children from three months to 12 years of age. There are currently 21 children enrolled; the oldest is 10 years and the youngest is three months. The day care centre tries to keep one or two openings free because they never know when these will be needed on short notice. The enrolment of the day care centre fluctuates with the time of year and the number of participants in the meets. The times of highest attendance are during the Thoroughbred Season in the summer when most of the children attend the day care centre in the evenings and on weekends as well as during the day. The Standardbred Season has consistently had fewer children using the day care centre, and the times of highest attendance for this group are on the weekends and the evenings during the races. A few of the families using the day care centre are employees of the race track (e.g., grandstand and kitchen staff) and work all year round; other children attend only for one of the two meets. Of the families using the day care centre, typically both parents work at the track. These parents work at a wide range of jobs and include owners, trainers, grooms, jockeys, grandstand staff, etc. The parents and the track people, in general, are very supportive of the day care centre. There is a strong feeling of community and family at the race track, and the parents and others help out when and where they can. An Ontario couple organized a dinner and dance with the proceeds going to the day care centre. This resulted in the purchase of three space heaters, a microwave oven and stand, and a cash donation for the day care centre. The track superintendent, who has two grandchildren in the centre and raised four sons himself, supports the day care centre and arranges to have the playground plowed after heavy snowfalls; the track management supplies fresh sand for the sand box every spring. The parents have commented to the staff that they appreciate having a safe, secure, and stimulating environment for their children. If a parent is needed in the day care centre for any reason, he or she can be summoned quickly over the track intercom system.

The Program

During the Standardbred Season (November-April), Downs Children's Centre is open from 8 a.m. to 5:30 p.m. on dark (i.e., non-racing) days; on race days, which are usually Fridays, Saturdays and Wednesdays, the day care centre remains open until one hour after the races have finished. On Sundays, the typical hours are 8:00 a.m. until 7:00 p.m. During the Thoroughbred Season, the day care centre opens at 5:30 a.m. daily and closes at 1:30 p.m. It re-opens on race days at 4 p.m. and remains open until the races are completed at about midnight. There is afternoon racing on Sundays, so the day care centre is open from 5:30 a.m. through to 7 p.m.

The stated goal of the program is "to provide an environment which will enable your child to develop their ability to make decisions, be independent, be responsible and to develop respect for themselves as well as others."[9] On a typical day during the Standardbred Season, the day care centre opens at 8 a.m. and the children are served breakfast at about nine o'clock. The children participate in self-selected activities and teacher-prepared activities until lunch at noon. All of the children have lunch together and then it is nap time from about one to three o'clock. There is a period of quiet play after the children awaken until afternoon snack-time at about 3:30. The children then play in the playrooms or outside. On race nights, the children remain in the day care centre until the races are finished and their parents come for them. The school-aged children also attend the day care centre at these times. The children go on visits to different areas of the race track such as the training track and the playground near the grandstand. Other trips further afield have been to the park, zoo, farm, swimming pool and on a riverboat on the Red River.

Personnel

A staff of seven works at the day care centre during the winter (the number of staff increases in the summer due to the increased enrolment). Three of these are full-time and four are part-time. The part-time people include a cook who works 10:30 to 1:30 daily and 4:30 to 7:30 on race nights. Three of the staff have early childhood education training and one has a nurse's aide certificate.

There has been little staff turnover since the day care centre has been open year-round. The policy of the day care centre is to keep the staff who work with the infants the same whenever possible to provide the continuity of care that is desirable at that age. Employee benefits are those available through the Manitoba Child Care Association (e.g., health, dental, optional RRSP). The Board of Directors of the day care centre encourages the continued professional development of the staff and will pay for textbooks and half of the fees for all courses completed successfully.

This day care centre is unusual in that it has two older women on staff who are grandmothers. The children call these women "Grandma Iris" and "Grandma Rose", and since many of these children do not have regular contact with their own grandparents, this helps to fill a gap in their family structure. Because the day care centre is located in a high-visibility area, the people who work at the race track are aware of it and the staff. Several of the young adults of the race track families have indicated an interest in or have begun early childhood training. Two of the current staff members are from one of the track families and began their early childhood education training after the original day care centre opened. The hiring of qualified staff with a connection to horses and racing further reinforces the family feeling of the day care centre.

Administrative Structure

The Downs Children's Centre is organized as a non-profit society and had its own Board of Directors. The board consists of six parents elected from those using the day care centre and one staff representative. Four of the six parents live in the area all year and the other two are participants from the individual meets.

Costs and Funding

The original start-up costs in 1981 were just under $20,000. Some of the labour costs for the renovation of the track building were covered by the track management, e.g., electrician. The Horsemen donated $500 for the purchase of furnishings and equipment. One of the owners donated $250, which was used to purchase playground equipment. A stove and refrigerator were also donated. The renovation and start-up costs in 1987 for the second building were $26,538, which included a no-interest $11,000 loan from the Horsemen's Association, $2500 from the day care centre's savings and $13,268 from a Community Places Grant (from provincial lottery funds). The 1989 operating budget was approximately $120,000.

The day care centre fees are the same as the operating subsidy grant for Manitoba: $16.10 per day (i.e., four to 12 hours) for infants, $13.40 for

preschool children and $12.00 for school-aged children. Extended day rates are one and one-half times the regular rate for 4 to 12 hours per day. Almost all of the parents are subsidized to some degree by the provincial government. The fees include three meals and two snacks. The track covers the rent and the utilities except for the telephone.

Future Plans

The board of the day care centre is considering changes to the facilities that need to be made to include more infants (this is the area of greatest need). In March 1989, the licensing for the number of infant spaces was increased by four. There will be an additional need for day care places when the race track adds another hundred-horse barn as planned. The track management is planning to include information about the day care centre in its next brochure that accompanies stall applications.

Future construction plans for the day care centre include the connection of the two buildings by a passageway to eliminate the need to go outdoors to transfer between buildings and a deck that could also provide a shady area for the infants. The day care centre continues to serve as a source of information for other race tracks and racing organizations that are interested in on-site child care. The only woman steward at Assiniboia Downs has been very interested in the day care centre because she raised two children in a track setting and has been active in publicizing the day care centre in racing circles. She has stated that "It's hard to work the hours required and raise children on the track. The Assiniboia Downs centre is an excellent model. It's something that all racetracks should look into."[10]

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Child Care in Small or Isolated Communities

A small community frequently does not have the resources available to develop and support a child care program. This difficulty is compounded in situations where the need is only periodic, as in farming communities which could benefit from a child care program during planting and harvesting times. There are also small communities in Canada that are one-industry or company towns. Sometimes the employer or employees in these communities take the initiative to provide child care services for the entire community. It may be that the employer is the only one who has the resources to do this. For example, the owner of pulp mills in New Brunswick and Saskatchewan began and funded half-day nursery schools in two communities for the children of employees (these programs were not continued when the mills were sold a few years ago).

The work-related program profiled below is located in Nanisivik, on the northern end of Baffin Island. The community of 350 all work for the mining company or provide government support services in the community.

NANISIVIK DAY CARE CENTRE
NANISIVIK MINES LTD.
NANISIVIK, NORTHWEST TERRITORIES

The Nanisivik Day Care Centre is a unique child care program located in a mining community (population approximately 350) at the northern end of Baffin Island, 3200 km north of Montreal. It is unique because it is the only child care program sponsored by a Canadian natural resources company and is funded 100 percent by the company. Nanisivik Mines Ltd. employs 200 people for its zinc and lead mining and milling operations. Nineteen percent of these employees are women. Most departments operate six days a week, and the mill and some support services operate seven days a week. The Nanisivik operation is managed by Strathcona Mineral Services Ltd.

Beginnings

Construction for the mining operation at Nanisivik began in 1974. The company has had a policy of trying to maximize benefits for the employees. As part of this aim, a variety of services including a recreation centre and a day care centre are provided. The idea of a day care centre originated with the project manager. The opening of the day care centre in the fall of 1976 enabled the spouses of mine employees to work for the mining company or the local community. The availability of the day care centre is a key factor in recruiting workers with families, and recent job advertisements mention the day care centre.

The original day care centre was located in one of the houses in the community because no other suitable space was available at that time. As the community expanded and the need for child care grew, the day care centre needed more space. In 1979, it was moved to the newly completed government building located in the centre of the community.

Facility

The Nanisivik Day Care Centre is located in two large rooms on the second floor of the government building. This building also houses the school,

nursing facility, pool, gymnasium, stores, post office, RCMP post, fire hall and territorial government offices.

The day care centre has 1226 square feet of indoor space divided into a colourful infant and toddler room with wall murals, a central eating area and a large, bright room for the preschoolers with an adjacent bathroom. In addition, there is a kitchen, a crib room, and an office. The fenced outdoor playground includes a slide, swings, teeter-totter and sand box. The day care centre can also use the nearby school playground and the recreation centre facilities. The after school/lunch hour program uses a large room in the cafeteria building across from the day care centre.

Parents and Children

The day care centre is available to any family in Nanisivik if both parents are working outside the home. Although the day care centre was originally established for the children of mining company employees, eligibility was extended to other families in the community as a courtesy, provided that both parents in the family are working (e.g., school staff, government employees). Part-time workers are also eligible to use the day care centre for their children on the days both parents are working. If there are spaces available after these groups have been accommodated, other children of non-working parents are accepted on a per-day basis. The company employees using the day care centre work in a variety of departments in the company.

The Nanisivik Day Care Centre is licensed for 41 children from three months to six years of age (the five year olds attend kindergarten in the school for half the day). The daily attendance can vary but recent attendance has been 15 infants and toddlers (i.e., three to 36 months) and 16 preschoolers (i.e., three to six years old). There are sometimes five or six children per week attending the day care centre on a part-time, irregular basis.

Most of the children in the day care centre are from families of mining company employees. Four of the six day care centre staff have children enrolled in the day care centre. Approximately half of the employees of Nanisivik Mines Ltd. have families on-site. At the company orientation session, parents are told about the day care centre and are encouraged to make an appointment to see the facility and meet the staff.

Parents are encouraged to visit the day care centre whenever they wish. A newsletter describes the day care program for the parents. In addition, in a small community, it is easy for the parents and staff to know each other and to have opportunities to chat about the children and the program. Informal evaluation of the program was done by a personnel officer who discussed the day care centre with a focus group of parents. The parents were generally pleased with the day care centre and had only a few suggestions for improvement.

The Program

The Nanisivik Day Care Centre is open weekdays from 7:40 a.m. to 4:15 p.m.. There have been few requests for longer hours. For families in which both parents are scheduled to work Saturdays, the company reimburses the cost of baby-sitting.

The goal of the day care program is to provide a safe and secure environment for the children. A typical day for the preschool group begins with self-selected play activities until 8:30, when the children get ready for the morning snack. After snack, there is a more structured time of craft activities, painting, etc. At 9:30, the children go outside to play for an hour (weather permitting); during the dark months, they play in the gym. At 10:30, they watch an educational television program or video such as *Sesame Street* until lunch time. The kindergarten children eat their lunch at 11:00 in the cafeteria before going to the elementary school for the afternoon. For the younger children, after lunch it is nap time from noon to 1:30. This is followed by a mini-snack of fruit and water before the children go to the gymnasium, swimming pool, or library or play in the centre. At about 3 p.m., the children have their afternoon snack (e.g., peanut butter or cheese on crackers, yogurt). Then the children play outdoors (weather permitting) until the parents arrive at 4:15.

The preschool-aged children receive free swimming lessons on Tuesdays, gymnastics instruction on Thursdays, and visit the library on Wednesdays. In addition, they occasionally visit the fire hall, the nurse's office, and the RCMP post. The nurse checks all children and staff after an absence due to illness and must approve their return to the day care centre.

Nanisivik Day Care Centre also has a child supervision program for children up to the age of 12 during the lunch hour, after school, and during school/summer holidays. The daily attendance in this program averages 16 children, although 29 children have participated on some days. The children are supervised during the lunch hour while they eat in the cafeteria and then at the ice rink, gym, or playground until school begins for the afternoon. School finishes for the day at 2:45, and the children then participate in activities at the pool, recreation centre or outdoors. In the summer and during school holidays, a full-day program is available for school-aged children. The children are taken on outings such as picnics, cookouts, and visits to the lake and the Coast Guard ship.

Personnel

The number of staff in the day care centre varies with the number of children needing care that day. (The staff/child ratios for the different age groups are set by the N.W.T. day care regulations.) In 1988, there were four staff and a supervisor. However, due to increasing enrolment, in 1989 there are six staff and a supervisor. Two staff are assigned to each of the two playrooms, one to the after-school program, one to the kitchen, and the supervisor helps out where needed. Staff rotate among these assignments monthly. Casual help is available if additional staff is needed.

Currently all of the staff are spouses of mining company employees. Because of the size and location of the community, it is rare to find a person who arrives with early childhood education training. Therefore, the day care centre has developed its own three-month on-the-job training program. The supervisor and one of the staff, who has six years' experience in this day care centre, are responsible for the training. This training program is competency-based, and a skills chart and checklists are used to record the new staff member's progress. The day care centre staff are all considered employees of the mining company and therefore are assessed on a 30-day, 60-day, and 90-day basis the same as other employees. Additional professional development activities for the staff have included first aid courses and management seminars given by mining company personnel.

The salaries of the day care staff are higher than those typically found in southern Canada. They are salaried workers and have the same benefits package as all Nanisivik Mines Ltd. staff. These benefits include medical, and dental insurance, generous vacation time, free day care, free school meals, free recreational activities including movies, and special holiday events such as the Christmas party - complete with Santa Claus and presents for the children (selected by the day care centre staff).

Administrative Structure

The day care centre staff are employees of Nanisivik Mines Ltd. Nanisivik Day Care Centre is part of the company's administrative services department, and the day care centre supervisor reports to the Superintendent of Administration.

Costs and Funding

Nanisivik Mines Ltd. covers all costs connected with the day care centre including salaries, equipment, supplies, recreation centre activities, meals, snacks and all expenses for the child supervision program.

The day care centre is available free to all families (company and community) if both parents are working outside the home. For non-working parents using the day care centre on a per-day/space available basis, there is a $10 fee for a half-day and $15 for a full-day.

Future Plans

There is a continuing trend of increasing enrolment in the day care centre, especially for infants and toddlers. If this continues, additional space may be required in the future.

The supply of ore in the mine is currently projected to last until 1993-95. Until the shutdown of operations, Nanisivik Mines Ltd. plans to continue providing day care for the employees and community families. Both company and day care centre staff think the day care centre is an asset and is appreciated by both the company employees and the community.

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XOA OXO

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In these special situations, the flexibility of work-related child care coupled with imagination can result in creative solutions to unique circumstances. A further example of this ingenuity and flexibility occurred at Alouette Search Services Ltd., a land survey agency in New Westminster, British Columbia. In 1981, when six of the 20 employees were pregnant, the female owner of the company decided to allocate one room of the office for child care purposes and hired a nanny to care for the children of employees. She did not wish to lose experienced, trained employees and face the problem of finding and training new employees in a field where there was a shortage of experienced people. Of the six employees, four returned to the company after giving birth. The child care room operated for about five years with an enrolment of two to five children. In an interview, the owner described establishing this program as "an absolutely terrific business move" which resulted in "a boost in morale and loyalty among employees."

The work-related child care programs profiled in this chapter also illustrate the range in the size of companies and organizations helping to meet the child care needs of employees. A large work force is not necessarily a precondition for a work-related child care program.

11

LABOUR UNIONS AND CHILD CARE

Canadian trade unions and labour organizations have been interested in work-related child care programs for nearly 20 years. The British Columbia Government Employees' Union is generally credited with introducing the first union-funded day care centre. The day care centre was established in Victoria in 1971 with a grant from a union fund, and the facility was renovated by volunteer union labour.

In 1987, 33.3 percent of Canada's 10.8 million paid workers were union members; and 37.2 percent of organized labour were women.[1] Female membership in organized labour has grown almost eight times as fast as male membership since 1980.[2] According to a 1985 report prepared for the federal Task Force on Child Care,

> the role of unions in the development of work-related child care continues to evolve. As female membership in unions across the country has increased, women have pressed to place child care high on the list of priorities....most Canadian trade unions are beginning to address the issue now, in the eighties.[3]

The labour unions are now playing a larger role in work-related child care than they have in the past. As one executive of a provincial federation of labour commented, "I'm getting lots of calls about pay equity, but their real issue is child care. Every day I get calls from members asking for information about work-related child care."

Although women are a minority of all union executive board members (17 percent in 1980),[4] many unions have formed women's committees and have become more aware of family responsibilities and concerns that affect their members, including child care. According to a recent Bureau of National Affairs Report in the United States,

> union and management have begun to extend the boundaries of the family-work dialogue and are continuing to define their positions on specific family-and-work issues....And as the number of women in the work force continues to grow, and as more and more women enter leadership roles in labour unions, family issues are likely to move to the top of the agenda.[5]

Although child care is not exclusively a women's issue, many of the unions that have been active in the creation or support of work-related child care in Canada have tended to have higher than average percentages of female members; e.g., the Canadian Union of

Public Employees, the United Nurses of Alberta, the British Columbia Government Employees' Union, and the International Ladies' Garment Workers' Union. One notable exception is the Canadian Auto Workers, with an 80 percent male membership.

Union Policies on Child Care

Several labour organizations, including the Canadian Labour Congress and the Canadian Union of Public Employees, have developed formal policy statements on child care. The Canadian Labour Congress's Policy on Child care states that "publicly funded, non-profit, high quality child care be recognized as a basic social service which should be available to all parents who choose to use it".[6] The policy also reflects the need for rural and urban child care service and flexible child care services. Similar views are expressed in the Canadian Union of Public Employees' National Day Care Policy which advocates "universal access to government-funded, free, non-profit, high quality services of care for children 0 to 12."[7] This policy also supports the concept of community-based group child care centres as hubs around which satellite child care programs can be organized. Work-related child care is seen as one type of these satellite programs. This model is being developed as a pilot project by the Canadian Auto Workers (see profile in this chapter).

Although unions are negotiating work-related child care provisions, the Ontario Federation of Labour is not unique in taking the position that

> "while workplace care can resolve some problems, it cannot be the foundation for the comprehensive system of care that we are seeking....In our view, workplace centres are not a solution to the problems which currently exist, but would be only one component of a diversified system of care."[8]

Some labour groups have raised concerns that too strong a support for work-related child care would weaken their position for a publicly funded child care system. Another concern expressed by some members in the labour movement is that work-related child care has the potential for keeping women in low-paying jobs or poor working conditions because of the availability of child care at that workplace.

Unions' Participation in Work-Related Child Care

Several types of union participation in work-related child care programs are identified in this study. One obvious and expected form of union participation with respect to child care is bargaining for the establishment of child care programs as part of contract negotiations. (See Chapter 13 for a more detailed discussion of this issue. See also the description of PSAC's agreement with the federal government outlined in Chapter 8).

An example of a labour union's ongoing involvement in work-related child care through bargaining is that of CUPE Local 2189.

YWCA and CUPE (Local 2189)
TORONTO, ONTARIO

The YWCA of Metro Toronto was one of the first groups that agreed, as part of a negotiated contract, to assist employees with child care. In 1976, a clause was included in the agreement between the YWCA and the Federation of Community Agency Groups (now CUPE) for each employee with children to receive a small monthly payment to assist with child care expenses. This was a taxable benefit. The number of employees who needed or were using child care at that time was not sufficiently large to justify most other work-related child care options. The idea of a work-site day care centre was considered, but there were not enough children to make it a realistic investment. The payment of a monthly sum was one possible option for an employer with a relatively small work force. The YWCA as a woman's organization was particularly concerned about the child care issue.

In 1989, half of the 90 employees received $50.00 a month in their pay cheques for the first child (under 12 years of age) and $20.00 a month for each additional child to be used for child care expenses. The employee's children and spouse also received a 20 per cent discount on YWCA programs including the residential camp in the summer. Very few employees use this latter option. An advantage of this system, which is sometimes referred to as a voucher system, is that the employees can use it for a variety of child care programs such as day care centres, family day care or after-school care. This system is also relatively easy for the YWCA to administer. To complement this, the Sick Leave Benefit provides for time-off to care for sick children or spouse.

The initiatives of the Canadian Auto Workers are described below.

CANADIAN AUTO WORKERS
(National Automobile, Aerospace, and Agricultural Implement Workers' Union of Canada)

In December 1983, the Canadian Auto Workers' (CAW) local at Canadian Fab (a subsidiary of American Motors) in Stratford, Ontario, negotiated the inclusion of a day care fund in the union contract. This was the first time a day care fund had been included in a union contract in the private sector in Canada. Canadian Fab agreed to pay two cents into a day care fund for every hour worked by the 1400 Stratford employees, 90 percent of whom were women. The original goal was to establish a child care centre. Several barriers, including the inability to find suitable space, precluded that option. Currently, the fund assists workers in paying fees in local child care centres.

The CAW has 143,000 members (20 percent of whom are women) in 109 locals in Canada; 83 of these locals are in Ontario. In the spring of 1987, the CAW surveyed its membership prior to negotiation of a three-year contract with Chrysler, Ford and General Motors. The need for child care was identified. In addition, the union considered child care as part of affirmative action and also recognized that because of the age demographics of the current union membership, there would be a high turnover of employees in the auto industry in the next 10 years due to retirement. The new employees hired would be younger and have families likely to need child care. In the three-year national collective agreement of September 1987, a fund of $1.5 million was established. The amount payable to the fund is based on a set rate per number of straight hours worked by the union members.

A committee was established to look at the possible options for providing child care. A day care consultant was hired to facilitate the planning and implementation of the child care programs. One issue being addressed is the child care needs of people doing shift work; 90 percent of the 17,000 union members covered by the agreement work shifts and the majority of these are rotating shifts. A needs assessment was completed and the Windsor-Essex area was chosen for the initial pilot project. This location is ideal because all three automakers have plants in this area.

The long range goal of the pilot project is to create a variety of child care services to meet the union members' diverse child care needs through a neighbourhood resource centre model also known as a hub centre. These will include group day care, extended hours care for the children of parents working the late shifts, and alternative care in the child's own home for sick child care and emergency care situations. The group day care centre, which is the core of the hub centre, opened in November 1989. Licensed to serve up to 54 children, 0-5 years, the centre operates from 6:00 a.m. to 1:00 a.m.

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While the general position of most labour unions and labour organizations in Canada is that there should be a free, publicly funded, comprehensive child care system accessible to all Canadian families, labour unions will continue to bargain for "family-related provisions which will enable parents to share the caring and more easily combine work and family responsibilities, including spousal job sharing, flexible working hours, allowances to cover day care costs, workplace day care, voluntary overtime, and strict limitations on shift work."[9]

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12

WORK-RELATED CHILD CARE TODAY

Currently, there are approximately 100 work-related day care programs across Canada situated mainly in Ontario and Quebec and providing a variety of programs and services. The most frequent is still the on-site or near-site day care centre, but the number of information and counselling services has been increasing in the last few years. Parent education programs or lunch hour seminars are often included in the latter type of service. A few work-related programs provide family day care programs, which may accommodate families' needs for extended hours or weekend care. After-school/holiday care is found in a few work-related programs.

The first work-related day care program was established in a hospital, and health care has continued to be the leader. Many other groups are now involved, including manufacturers, resource industries, financial institutions, provincial and federal governments, property developers, high technology firms, unions, media, and retailers.

The companies and organizations with work-related child care programs vary in size as well as type. In Canada, there have been work-related programs in companies with fewer than 25 employees and in organizations of more than 80,000. The involvement of the employer has ranged from assistance in the establishment of the program to 100 percent ongoing funding.

Advantages and Disadvantages of Work-Related Child Care Programs

The most frequently cited **advantages** or benefits of work-related child care are:[1]

For the employer:

- potential improved employee recruitment especially in a tight hiring market;
- retention of experienced employees;
- reduced absenteeism and tardiness;
- improved employee morale;
- improved productivity;
- enhanced corporate image and public relations;
- contribution to employment equity; and
- the humanization of the workplace.

For the employee:

- access to high-quality child care and consequent peace of mind;
- stable child care;
- convenient location of care close to workplace;
- provision of care for the hours needed;
- nearness to child in case of emergency or for visits during the day;
- additional time for family togetherness while going to and from work;
- potentially lower fees than for other child care programs in community;
- children's sense of security from knowing where their parents are; and
- parents' opportunity to get to know other employees at different levels of the company.

The **disadvantages** sometimes mentioned for work-related child care include:[2]

For the employer:

- cost;
- location, which may not be appropriate for children;
- that problems with the day care program could reflect poorly on the company;
- licensing and regulations;
- that it is not an equitable benefit for all employees;
- possible underutilization of the program by employees;
- possible legal liability for that company; and
- chance that conflicts among children or parents in the program may carry over into work.

For employees:

- that it may not be the parents' preferred choice of care;
- that child care is tied to a job and, therefore, leaving the company may be a difficult choice;
- that commuting with children during the rush hours, especially on public transportation, is difficult; and
- that children's contact with neighbourhood children is limited.

The employer representatives and program directors interviewed for this publication perceived a range of advantages and disadvantages to work-related child care that included most of the above points. For them, the primary advantage of work-related child care programs is that the employees are less worried about their children and are therefore "better and happier" employees.

The next most frequently mentioned advantages were: easier recruitment, enhanced corporate/community image of the organization, and the employees' proximity to their children during working hours. Other advantages noted were: the humanization of the workplace environment by the presence of children and lower employee absenteeism.

The disadvantages mentioned by these people were much more diverse and were, in general, specific to their own situation and circumstances, with two exceptions. The first of these was the difficulty involved in getting a day care program started, especially dealing with the licensing requirements of the various provincial and municipal agencies. The second disadvantage was the cost associated with the start-up of such a program.

The Effects of Work-Related Child Care

The literature on work-related programs in the United States has reported some positive effects such as reduced employee absenteeism and tardiness rates,[3] easier recruitment of new employees,[4] reduced employee turnover,[5] increased productivity,[6] improved employee morale,[7] and improved corporate image and community relations.[8] However, other researchers have found no effects in the above areas[9] or have been critical of the lack of experimental data.[10] The overall conclusion from a review of the research on the effectiveness of work-related child care is: maybe yes; maybe no; it depends.

A problem with the literature on the effects of work-related child care is that "much of what is written...is anecdotal, impressionistic, or limited to a small number of leading companies."[11] After a review of the literature on work-related child care in the United States, Miller (1984) concluded that "the literature on employer-sponsored child care is rife with hyperbole and puff. Conjecture not only supports the claims for the benefits of employer-sponsored child care; it supports the criticisms of it, too....There simply exists too little evidence upon which to make informed judgments."[12] Friedman (1987) has commented that "in the absence of sound, empirical research to substantiate the positive effects of work-family programs, corporate testimonials play an important role. Assertions by companies with child care programs, for instance, are not usually based on any research, but on the subjective impressions of program managers."[13]

One reason for the lack of good empirical data may be that "very few corporations studied have developed effective criteria for evaluating the costs and benefits of new family-supportive personnel programs and services. With some exceptions, a majority of personnel executives appear unenthusiastic about attempting to conduct statistical analyses of their experiments, even when they might help to validate an apparently successful program."[14] This seems to be the case in many of the Canadian organizations; several executives mentioned there was no plan to evaluate the effects of the work-related program "unless there is a problem or employees aren't using it". Others felt such evaluation was either "a waste of time" or "impossible to do because there are so many factors"; and a third viewpoint was that "it would be interesting to do but that the company does not have the resources at this time." A few employers are considering a formal evaluation of the program, while several others do periodic informal evaluations of the parents' satisfaction with the child care program or service.

Relatively few Canadian work-related child care programs have been systematically evaluated. Three programs on which evaluation information is available are: the National Film Board's program (see Chapter 9); the Edmonton Hospital Workers Child Care Society programs (see Chapter 10); and the Place Ville-Marie centre (see Chapter 8).

The Edmonton Hospital Child Care Society programs examined data on such aspects as absenteeism, tardiness, and reported that use of a work-related child care programs had no statistically significant effects on absenteeism and tardiness.[15] Parent-employees using the programs were statistically less likely than other employees with young children to report difficulties caused by child care. They reported less stress, better concentration on the job.

The study by the Treasury Board[16] reported that the effects of the federal government work-related child care programs were difficult to assess, in part, because of the lack of information kept on absenteeism, retention of employees and career development. This report did conclude that the parents using the program were satisfied with the program and that some parents reported "reduction of parental stress with a resultant greater commitment and energy for work," while some of the management representatives described a humanizing effect that the day care centre had on the organization.

The third study[17] looked at the views and attitudes of the parents and children using the on-site day care centres at Mutual Life Insurance Company in Waterloo and Place Ville-Marie in Montreal. It found that both parents and their children derived a sense of security from knowing that the other was near. The parents reported less guilt and stress and improved morale on the job.

What is the Status of Work-Related Child Care in Canada Today?

Work-related child care in Canada is still in a developmental stage. There are few work-related programs compared with the number of other child care programs in Canada. In addition, there is still not consistent, widespread knowledge or recognition of this type of child care among employers, employees, labour organizations, etc. One comment that exemplifies this current state was given by an executive who commented that "we're not *unwilling* to provide this type of child care." This statement implies that work-related child care is still considered to be a "new" idea, which many employers are not entirely comfortable initiating; however, if it is presented to them in such a way that it looks feasible and advantageous, they'll consider it.

There is increasing recognition of the interface between the family and the workplace and the impact that each can have on the other, a realization that "just as work affects parents and children, parents and children can affect the workplace by influencing the employed parents' morale, absenteeism, and productivity."[18] The mutual impact can be immediate and daily; if this impact is negative, stress in the family and the workplace can result. One expert in this field has commented, "it is impossible for most workers to leave their personal problems at home. There is no one there to deal with them."[19]

13

CURRENT ISSUES IN WORK-RELATED CHILD CARE

This chapter examines child care issues for employees and their families, employers, unions and government. Some of these issues are: sick child care, extended hours care, out-of-school care, availability of care, needs of employers, cost and funding of work-related child care programs, licensing, child care as a benefit/equity issue, and the role of the unions and government.

Issues for Employees and Families

The Need for Child Care

The integration of family and work responsibilities is likely to become even more important in the future as the percentage of parents in the work force increases.[1] As documented in Chapter 1, the majority of women with young children, some of whom are single parents, are in the labour force, and this trend is expected to continue into the next century.[2] In addition, there are thousands of families with young children in Canada headed by single-parent fathers who are in the labour force.[3] These families need child care. Others who may need child care include parents enrolled in educational institutions and training programs, parents looking for work, immigrant parents attending language classes, and parents who do volunteer work. Many of these families need child care outside the home for part of the week.

The child care families' need depends on several factors, such as the age of the child, the hours of care required, the parents' preference for a specific type of care, number of children in the family needing care, geographic location, and care options available within the family. The people affiliated with work-related child care programs interviewed for this publication identified infants and school-aged children as the two groups most in need of programs. These people perceived the major problem in providing infant care as being the cost. Because of the age of the children, licensing regulations require that there be more staff for fewer children which, in turn, increases the cost of providing this service over that of providing child care for children from three to five years of age. A federal report concluded that "infants and school-aged children are served least well by the licensed system....Other groups not well served are children with unemployed parents, immigrants, handicapped and disabled children, the native population, and children in rural areas."[4]

Parents have found many ways to meet their child care needs. Some families use licensed day care centres at the workplace or in the community; others use a family day care home, which may or may not be licensed. Some two-parent families have arranged their work schedules so that one parent is always available to care for the children. Some families rely on other family members to care for the children. Others hire a care-giver to come into their homes. Some parents quit work or take extended leaves from their jobs until their children begin elementary school. Other parents work at home and combine child care and work.

Many families have a combination of care arrangements. One single mother who worked rotating shifts in a large hospital in Western Canada said that she used a day care centre when she worked the day shift, a family day care home when working weekends and holidays, and several relatives when working evenings or nights. Such multiple care arrangements are not unusual for many families.[5]

The Need for Options

As can be seen from the above, no one type of child care is going to meet the needs, resources and preferences of all Canadian families with young children. The same is true of work-related child care. In addition, the work-related child care options that are appropriate in one situation may not be so in another. For example, one company offered to help its branch locations establish child care programs. One location looked into this and reported that if the company established a day care centre in that town, it would mean that many of the women in town currently providing family child care would lose their incomes. As this was against company policy, the work-related child care program was not pursued. In such a case, an information and counselling service might be an appropriate option to assist parents to match their child care needs to the available services.

Parents' preferences for child care arrangements can influence the type of work-related child care that is needed. Some parents prefer child care in the neighbourhood where they live,[6] while other parents have no strong preference for location[7]. Variation can also be found in parental preference for centre-based or home-based child care.[8]

Sometimes one option is not sufficient to meet the child care needs of the families. For the Edmonton Hospital Workers Child Care Society (profiled in Chapter 10), multiple options were necessary to meet the child care needs of hospital employees. The society developed an off-site centre to meet the needs of employees who work weekdays only, a family day care home network to provide care for infants and children of employees working weekends, holidays or evening hours, and an out-of-school program for the school-aged children who need supervision before school, during lunch, after school and during school holidays and vacations. These are just a few examples of the need for options in child care and how these child care needs can be met by flexible and sometimes multiple work-related child care programs.

The Need for Sick Child Care

Three little words that working parents dread hearing are "I feel sick", especially if these words are uttered before eight o'clock on a workday morning. The odds are that the average parent with a young child will have to deal with the situation several times a year.

It has been predicted that the average young child "will typically have between six and eight respiratory illnesses each year, most of them minor, and one or two digestive illnesses."[9]

In a survey of 5,000 employees in the United States, "caring for a sick child was the reason given for missed work by 56 percent of the women who were absent one to three times during the previous year, 78 percent of those with between four and six absences, and 82 percent of those who missed more than six days of work."[10] Another study reported that working mothers take off anywhere from 5.6 days to 28.8 days per employee per year to care for their sick children.[11]

Day care centres rarely provide for the care of sick children. Most day care centres have rules that preclude the admission of children who are ill; in this situation the choice is for parents to stay home with the child (using her or his own sick days or vacation time or not getting paid) or to make alternate arrangements. The options for alternate arrangements are usually limited. Most families do not live close enough to grandma for her to care for the child (if she is not in the labour force herself). Some companies now have family responsibility leave, which can be used by employees in case of family illness, dental or medical appointments, school conferences, family emergencies, etc. Many employees, however, do not have this option.

As a result of their study of more than 8,000 employees in the Portland, Oregon, area, Emlem and Koren (1984) found that "the two major determinants of absenteeism rates were family difficulty in managing child care, on the one hand, and company flexibility and accommodation of it on the other hand."[12] According to Kamerman and Kahn (1987), "employers are becoming increasingly convinced that caring for an ill child is one of the major causes of absenteeism, and employee-parents agree."[13]

There are very few programs for sick child care in Canada today, and most work-related child care programs in Canada have not provided solutions to this problem. A work-related program with a family day care component may be able to accommodate children whose illness is not too severe or highly contagious (e.g., mild respiratory illness). But the only alternative for parents with children in the centre-based programs, seems to be to keep the child home and find in-home help or stay home with the child themselves.

An option for dealing with sick children is alternative child care outside the home. This care could be at a separate facility for sick children, or a separate room in the child care facility, as in the San Juan Batista Child Development Centre in San Jose, California. Yet another option is care in a separate facility especially for sick children, such as Chicken Soup in Minneapolis, Minnesota. The Wheezles and Sneezles sick child care program in Berkeley, California, was established in 1978 in an apartment adjacent to the child care centre. At the Fairfax-San Anselmo Children's Centre in Fairfax, California, a licensed family day care provider cares for sick children in her home and, on days when there are no children needing these services, she works in the day care centre.

Although some parents would use non-parental/non-family care for their sick children,[14] other parents would not choose to do so.[15] Family responsibility leave would enable these parents to care for their own child. The federal Task Force on Child Care recommended that provision for a minimum of five days' annual paid leave for family-related responsibilities be incorporated into the Canada Labour Code.[16]

A few employers in North America are looking at the costs and benefits of providing sick child care programs. Axel (1985) quotes one bank executive who explained that his company supports a sick child care service because if a trained, experienced teller must stay home because no alternative sick child care is available, the bank pays sick pay, hires a temporary replacement, and pays two salaries for lower quality work. Further, if the regular employee uses up his or her sick leave and is terminated, a new person must be recruited and trained. This banker concluded, "At that rate, subsidizing professional sick-child care, even at $50 a day, doesn't seem exorbitant."[17]

The Need for Extended Hours Child Care

Many employees do not work eight-hour days from Monday through Friday. Even among the companies and organizations profiled in this study, the working hours include a variety of configurations:

- hospitals with rotating shifts and hospitals with fixed shifts, both operating 24 hours a day;
- manufacturing and processing companies that have several schedules including seven-day-a-week, 24 hour-a-day operations and 12-hour shifts for four days, two shifts a day;
- retailers whose hours include late night shopping and Saturdays; and
- a race track that operates from early in the morning until midnight on race days.

In addition, many employees work part-time or on a casual/on-call basis.

Very few child care centres, in the workplace or in the community, operate for more than 10 or 11 hours a day (the maximum number of hours of operation are set by provincial day care regulations). This can cause problems for parents who work extended hours or weekends. Seasonal workers, such as those in agriculture, fishing, and construction, also have special child care needs that cannot be met by the usual operating hours of child care programs. There are few child care centres in Canada that operate 24 hours a day. A problem that some of these centres have had is to get a consistently high enough enrolment to cover the expenses. Rempel Trail Transportation Ltd. of Calgary recently investigated the feasibility of operating a 24-hour care facility in the Fort St. John area for the children of truckers who drive the 60-hour round trip to Whitehorse. A needs assessment in the spring of 1989 indicated there was not sufficient demand to warrant opening a centre. Other organizations in Canada, such as hospitals, have considered 24-hour day care centres but have found that there would not be enough children enrolled. One reason for this may be that parents prefer in-home care to centre-based care for these hours and have made satisfactory, if multiple, arrangements within their own families or in their community. Few of the work-related programs profiled in previous chapters have had many requests from employees for extended hours, even though several of the employers are 24-hour operations. Several of the child care programs profiled have longer hours of operation than the company in order to accommodate those employees who may work overtime or choose to stay late.

The Need for After-School and Holiday/Summer Care

Child care is not a concern only of parents with preschool-aged children. Parents who have children attending school need care for their children before and after school, on school holidays and during the summer vacation. These children are not old enough to be left on their own without a parent worrying about them. For the parents of those children who do take care of themselves ("latch key" children), "there can be a period of tension until the child telephones to say he or she is safe at home (this applies to employees who have access to a telephone – many do not). Employers know this as 'the 3:15 syndrome' – sometimes noting that productivity slumps at this time."[18] Parents who begin work early may also need care for their children before school begins.

There would be many logistical problems in bringing school-aged children to the work site from various parts of the city. The cost and time involved would be prohibitive. Some employers have contributed funds to community recreation programs that provide after-school activities for children. Others have teamed up with school districts to provide space and materials for an after-school program.

Summer vacations and school holidays throughout the year are other times when school-aged children need care. The Great-West Life Assurance Company in Winnipeg has provided supervised bus service from the corporate headquarters to a summer camp every morning and transportation back again in the afternoon for the children of employees. When the employees were surveyed as to their interest in having this service at other school holiday times, insufficient need was expressed to make the project viable. A work-related child care program that includes both an on-site day care centre and an out-of-school program is that of Nanisivik Mines Ltd. on Baffin Island (described in Chapter 10).

Other Issues for Employees and Their Families

Important issues for all parents needing child care for their young children are availability, affordability and quality. More licensed child care spaces are needed in Canada. In some areas of the country this need is greater than in others. The need may also vary within a community and with the age of the child. As mentioned above, the most critical need is for infant care and after-school care. Work-related child care efforts can help by providing additional child care spaces in the community either by establishing new programs or assisting existing child care programs to expand their capacity. It must be kept in mind, however, that work-related child care has not in the past, is not now, and is unlikely in the future to be the major contributor to increasing child care spaces in Canada. The need is large and the growth of this type of child care has been too small to meet the need. Currently only about 3 to 4 percent of the licensed child care spaces in Canada are in work-related child care programs.

Another aspect of availability of child care that can be a problem for many families is what happens if their caregiver is ill or quits suddenly. Day care centres have contingency plans for this because they cannot operate without sufficient staff due to licensing regulations. For families using family day care, or who have help in their own home, this can be a problem. One work-related program that helps in these situation is K.I.D.S. (Kolumbia Inn Daycare Society) in New Westminster, B.C. (profiled in Chapter 7). This program keeps several spaces open to accommodate these emergency situations as well as to accommodate people who are using hospital services for a short period for treatment, etc., or people who work on an on-call basis. The director of the program reports that, although most of the users of the regular full-time day care program are mothers, hospital fathers are particularly likely to use the emergency spaces if there are problems with regular child care arrangements.

A second issue is that of affordability. Of the programs profiled in this report, the majority charge fees that are comparable to those charged by similar programs in their communities. Relatively few employers subsidize the fees of employees using work-related child care programs; two exceptions are Magna International and 7-Eleven. Also rare is the employer that contributes money each month to help employees pay for the child care of their choice. One such employer is the YWCA of Metropolitan Toronto (profiled in Chapter 11).

This issue of affordability has led some executives to question who is really using the work-related child care programs and for whom they were intended. One executive who had envisioned the child care program as a way of helping single mothers and low-wage staff, commented that the day care centre was used primarily by the two-parent upper-income families. The Treasury Board evaluation of pilot-project day care centres in federal buildings concluded that "based on the parent survey, the indication is that the pilot project day care centres are not generally affordable for the family with two or more young children, or with an income under $40,000."[19]

Another very important issue for parents looking for child care for their young children is the issue of high-quality care. All parents want their children to receive high-quality care. One of the major advantages of work-related child care, according to parents and child care staff, is that the parents do not need to worry because they know the child is in a high-quality child care program.

Parents are not necessarily certain what makes a good quality centre. Some provincial and municipal licensing agencies provide printed information for parents to help them choose child care. Some of these agencies have also held noon-hour seminars in work settings to inform parents about what to look for in choosing child care. Many child care advocates and early childhood educators have long supported the idea of educating parents to be knowledgeable consumers of child care. One survey of parents using on-site work-related child care programs concluded:

> the presence of high quality work-site day care is an effective means of furthering public education about the importance of good day care and the need for well-trained teachers. In essence, it would seem that parent users become advocates of high quality day care experiences for their young children.[20]

(Chapter 14 provides a more detailed discussion of what is meant by high-quality child care.)

Issues for Employers

Management and the Changing Family

Although the employer representatives interviewed for this study were well aware of the changing dynamics of today's Canadian family, many top executives may not be fully aware of the family concerns of their workers. However, there are signs that the perceptions and attitudes of many Canadian executives are also "a-changing", some more rapidly than others. For some executives, awareness of the issues of child care and work-related programs begin when their grandchildren start in a day care centre. For others it is when a younger, promising middle-level executive complains of the problems of integrating work and family. For some, it is when their assistant or secretary has difficulty with child care arrangements. For others, it is while watching a television documentary or reading feature stories on the "new" Canadian family in a business magazine.

Information about Canadian family demographics as well as the specific family demographics of the company or organization's employees is needed for making decisions about family support options including work-related child care. However, many executive officers, including those in personnel, do not have the information to describe the employees in their company. Some executives have said that their company does not collect this type of information because the employee's family is none of the company's business, except possibly for determining the number of tax deductions for payroll.

Corporate Canada also requires information on child care and child care programs. A federal report noted that 73 percent of the employers responding to a questionnaire indicated that information about programs developed by other employers would be helpful.[21] Such information is essential if informed, credible decisions are to be made about work-related child care. The establishment of work-related child care programs in Canada has been hampered, to some extent, by lack of information and, in some cases, by inaccurate or unrealistic information.

Why Do Employers Become Involved in Child Care?

Employers have become involved in work-related child care programs for a variety of reasons. To say that it is due to either a sense of social responsibility or enlightened self-interest[22] may be too simplistic an analysis of a complex topic. The reasons the companies and organizations profiled in this study became interested in work-related child care programs were many and varied. In a few cases, it was because a middle-level manager thought it would be a good and useful thing for the employees. For others, it was a union-management agreement. In some organizations, it was to recruit and/or keep skilled, experienced workers. In a few companies, it was because of the wishes of senior management. For some it was seen as part of an employment equity program.

A popular misconception about work-related child care programs is that they are found only in companies and organizations with a large work force that is predominantly female. It may be that, because hospitals have been such high-profile developers and users of this type of child care program and their work force is usually fairly large and more than 80 percent female, this concept was overgeneralized to typify all companies and organizations with work-related child care. The work-related child care programs profiled in this study are found in companies and organizations with fewer than 100 employees and those with several thousand in one area. Likewise, the percentage of women employees varies from more than 90 percent to less than 20 percent. Other studies of work-related programs have also found that the number and percentage of women employees varies greatly.[23]

Corporate Concerns about Work-Related Child Care Programs

Costs. Perhaps the major concern of employers considering a work-related child care program is the cost. Several executives have commented that "we're a business; the bottom line is important." Employers are more willing to institute child care programs if they think it will help the company to be more efficient, profitable, or productive. One developer stated that the agreement to include a child care centre in a development project in exchange for a variance was an economic decision. However, "many senior managers remain skeptical about the benefit/cost ratio of expanding family-related supports to employees and their families."[24]

Likewise, a few child care advocates remain skeptical of the employer's involvement: "The employer's commitment is not to the children, but to increased profits and productivity. Therefore, the employer will do everything possible to cut costs. This may mean decreasing the staff/child ratio, or skimping on food, equipment and programme materials."[25] Such a blanket statement is an injustice to the current work-related child care programs in Canada, examples of which are profiled in this study. These programs often benefit from resources provided by employers that are not available to the local community-based child care programs. In addition, group day care programs are licensed and inspected periodically by an agency of the provincial, territorial, or municipal government in order to maintain standards including staff:child ratio, physical environment and nutrition.

This is not to say that work-related child care programs have all the financial resources they wish. The on-site model favoured by many companies and organizations can be expensive to establish. Costs can vary widely, however. The initial start-up costs of the on-site programs profiled in this study ranged from less than $20,000 to more than $1 million; the median cost was less than $200,000. (Of course, much of the start-up cost is capital expenditures, which vary with location, availability of space, need to build a facility vs. renovation of existing space, etc.) One executive commented that because the company is a large corporation, "some people think we have deep pockets" and can provide whatever facilities and equipment they wish. This may not be the case. In some provinces, start-up grants are available from the provincial or municipal government to offset some of the costs.

A problem identified by some directors of child care programs connected with corporations is that not all the management people see child care as a benefit. Several directors mentioned problems with the company accountants and others who have difficulty understanding why the child care program cannot make a profit as do other parts of the company – "remember this is a business." Another common complaint of the directors was the time it took to complete the various reports and paperwork that the company or organization required (and which are not typical of most community-based child care programs); and while accepting the reality of this situation, several said they often wish they had less paperwork and more time to spend on the child care program itself.

Meaningful and accurate cost-benefit analyses are very difficult for a work-related child care program, especially in an organization such as a hospital. It is difficult to assess a relationship between use of the work-related child care program and increased employee productivity, especially where it is difficult to define what is meant by productivity. One administrator interviewed explained that she wanted to investigate the decline in the costs of special leave requests due to child care reasons from $10,000 the year before the day care centre opened to $300 the year after the centre opened. Another executive stated that every dollar spent on the day care has been retrieved by his company in improved employee productivity; no data were supplied to support this claim.

Licensing. A second area of concern for employers and early childhood professionals who have established work-related child care programs is the issue of licensing. The issue is not the concept of licensing itself, which employers recognize and accept. The problem is often the conflicting requirements of the different agencies involved in the licensing process and the frustration and expense resulting from these. This problem was mentioned by most executives and day care staff across the country. Many executives suggested that the different agencies involved "get together to devise a common program that interested employers could follow and which would still provide tight regulations for the safety and health of the children at the centres."[26]

One day care centre moved the hinges on a door several times to meet the differing requirements of the various inspectors. Another program was told to move a wall a few inches which resulted in considerable expense for rewiring. Staff in one centre mentioned some of the health inspectors do not like the paper on the diaper changing tables and others do. Difficulties in the licensing process were reported with building inspectors, municipal zoning by-laws, fire marshals, and day care licensing staff. Not all work-related child care programs reported such problems, however; one director commented that the licensing people she had dealt with over several years were helpful and accommodating.

Management is not the only group with concerns about the licensing process. According to the Treasury Board evaluation of federal work-related child care centres,

> each of the Parent Corporations expressed a real sense of frustration with the time and process involved in setting up a centre. With one exception, the parents were novices in the field of day care and learned as they went along what conditions were required to be met....the process to establish a day care is a long and tedious one, requiring many different levels of approval...In the experience of the three pilot projects, the requirements of one jurisdiction often contradicted the requirements of another....each of the parent corporations...stated that they had good cooperation from management and provincial government authorities.[27]

Many of the people involved in the development of these work-related child care programs felt strongly that an early childhood professional should be involved in the planning process at an early stage to facilitate the process and to prevent mistakes that could be costly and time-consuming.

Equity. Another concern of some employers involved in work-related child care, and many considering it, is the issue of equity in providing a program or service that can be used only by employees with young children. Although this seems not to be a major issue in most companies, in a few cases, strong opinions have been expressed by some of the older employees. One executive commented that the older women in the organization were very negative about the day care centre because "they felt that they had raised their children and worked without any help and they didn't see why this younger generation couldn't do the same." On the other hand, most employees do not seem to consider work-related child care to be an equity issue. One male employee with grown children commented that, although he couldn't benefit from the day care centre, he was probably getting more from the dental plan than the younger families were and so it all evened out in the end.

In a few companies, the senior management was very supportive of the work-related child care program but employees reported that their immediate supervisors were not. This points to the need for companies and organizations to educate their entire work force on the need and purpose for this type of program and the possible benefits. It has been said that "improved training of managers and supervisors about work-family conflicts and solutions should be increased in order to sustain supportive practices throughout the organization and to mandate and bolster added supervisor flexibility and responsiveness in particular situations."[28]

Equity has also arisen as an issue between the head office and the local branches of a company. At least one branch wanted to initiate a work-related child care program but was refused permission by the head office because it was not considered fair to the other branches in different parts of the country. For most corporations, this does not seem to have been a problem. For some it is accepted that not all locations will have the same benefits. For others, such as Ontario Hydro, regional offices decide whether to accept head office's offer of assistance in establishing a day care program.

Social Responsibility. Another issue facing employers is the role of the company or organization and social responsibility. Some companies have initiated or supported work-related child care programs because, in the words of one executive, "it's good for us, good for the employees and good for society, too." These employers feel they have some degree of social responsibility and can express this in the provision of child care programs. Other employers question the "fine line between appropriate corporate involvement on the one hand and interference or paternalism on the other."[29] Still other employers would agree with the executive who stated, "child care should really be the responsibility of the government and not the company; child care is not our business."

A few employers seem to fear that they may be opening Pandora's box by supporting a work-related child care program and that this will lead to heightened expectations and demands from the employees and the union. The possibility of heightened expectations is sometimes seen as the reason a company is not willing to survey its employees about child care or discuss the topic in focus groups. However, child care advocates caution that employers who provide child care may think they have met employees' family needs and will not be required to consider additional family-support options.

Most of the work-related child care programs profiled in this study enrol both the children of employees and those from the community. This is most often a financial decision to enable the day care centre to operate at capacity but, in a few cases, the intent from initial planning stages was to enrol children from the community as a way of alleviating the need for child care and demonstrating that the company or organization was a good community citizen. Nanisivik Mines Ltd. included the children of persons not employed by the company in the day care centre in its small, isolated mining community "as a courtesy to the community."

Employers' Preferences for Work-Related Child Care

Although most of the work-related child care programs and services in Canada today are on-site or near-site programs, there is a growing trend toward other options. There is a growing corporate recognition that a variety of child care options exist and that some are better suited to certain circumstances than are others; an on-site day care centre is not the answer for all groups. Also, many smaller employers may find the cost of establishing an on-site centre prohibitive, but they might be able to join a consortium. Cost can be the major reason for employers not developing work-related child care programs.[30]

Employers seem to be willing to help with information for employees (information and counselling services, noon time seminars, printed materials, etc.) and to consider personnel policies such as job sharing, flextime, and part-time work. They seem least willing to provide direct financial assistance such as: subsidies to parent-employees for the cost of their child care; payments to community day care centres to provide places for the children of employees or to establish an on-site or off-site day care centre.[31]

Some employers have developed creative solutions for their own specific circumstances. For example, an employer with a small company of all women employees hired a nanny to care for the children of employees after several employees were pregnant at the same time. This arrangement continued until the children were old enough to begin elementary school and the need no longer existed. According to one report, "evidence suggests that businesses owned or managed by women are more likely than those run by men to adopt innovative personnel policies, especially policies important to women."[32] It remains to be seen whether this will hold true as more women reach the higher levels of Canadian businesses, organizations and labour unions.

Issues for Labour Unions

The Unions' Role in Work-Related Child Care

Canadian trade unions and labour organizations have been interested in work-related child care programs for many years and the role of unions in the development and support of work-related child care continues to evolve. One role is in bargaining for child care and other family-support options in the course of contract negotiations. While unions have been negotiating in this area for many years, it is a subject of debate within the union movement as to whether this is the best role for unions. In a conference address, an officer of the Canadian Union of Public Employees raised the question, "Should we use the collective bargaining process to negotiate and establish workplace day care centres?"[33]

Several work-related child care programs have been the result of collective bargaining. The original British Columbia Government Employees' Union day care centre in 1971, and a later one established at Valleyview Hospital near Vancouver, were both the result of settlements with the provincial government. The Edmonton Hospital Workers Child Care Society programs resulted from the 1980 contract negotiations between the United Nurses of Alberta and the Alberta Hospital Association. In 1976, Canadian Union of Public Employees Local 2189 negotiated a child care subsidy with the YWCA of Metropolitan Toronto, which has continued through subsequent contracts (see profile in Chapter 11).

Two recently completed contract negotiations which included provisions for work-related child care were the Public Service Alliance of Canada's agreement with the federal government, and the Canadian Auto Workers' agreement with Chrysler, Ford and General Motors. In this latter agreement, the Big Three automakers agreed to contribute to a fund which will be used to establish child care programs for the families of CAW members (see Chapter 11 for more details). According to Rothman and Beach's (1985) report to the federal Task Force on Child Care, this is an example

> of the proactive role that UAW [now CAW] has taken in other issues related to the quality of working life. UAW officials who are engaged in implementing these child care programs acknowledge that collective bargaining is a powerful tool in obtaining the support of the employer. In subsequent stages of implementation, however, it appears that the UAW will face the same dilemmas that other non-profit day care boards face: the challenge of securing suitable space, paying reasonable salaries on union scales, and setting affordable fees.[34]

A second role of the union is assisting in the start-up or operation of work-related child care programs. The labour unions associated with hospitals are often contributors to work-related day care centres in these locations. One example of this was the donations by union locals of the Alberta Health Sciences Association and the Alberta Association of Registered Nursing Assistants to support the child care programs that resulted from the United Nurses of Alberta contract. At the Royal Columbian Hospital in New Westminster, B.C., the Hospital Employees' Union negotiated a task force to look at the possibility of a child care program for hospital employees. The hospital locals of the Registered Nurses' Association and the B.C. Health Sciences Association contributed funds. The latter union has a policy of providing seed money for day care programs. When the day care centre at the National Film Board had cash flow problems, the Syndicat général du cinéma et de la télévision/Cinema and Television General Union and the Professional Institute of the Public Service of Canada made needed funds available. The development of the Fashion District Day Care was a joint endeavour of the City of Toronto, the Fashion District, the International Ladies' Garment Workers' Union and George Brown College.

A third role of the unions is bargaining for direct negotiated checkoffs for a child care welfare fund. According to the Ontario Ministry of Labour,

> these funds could support a variety of child care arrangements according to the preference of the memberships. Such funds could be held in trust by such labour-related bodies as the Metro Labour Council and go toward the support of a comprehensive child care system, or they could be held by individual memberships to set up their own child care centres or to provide their own child care arrangements.[35]

A fourth role of the unions and labour organizations is an educational and advocacy function. They can provide information, printed materials and policy statements for their membership, and submit briefs to the provincial and federal governments on child care. For example, briefs were submitted to the federal Task Force on Child Care by the British Columbia Nurses' Union, the Canadian Airlines Flight Attendants' Association, the Canadian Labour Congress, the Canadian Union of Public Employees, the Communication Workers of Canada, the National Federation of Nurses' Unions, the New Brunswick Federation of Labour, the Newfoundland and Labrador Federation of Labour, the Public

Service Alliance of Canada, the Quebec Federation of Labour, and the Saskatchewan Government Employees' Union, among others.

Union Concerns about Work-Related Child Care Programs

For most unions, child care issues have not had the same priority as job security, contracting out, pensions, etc.[36] If there are changes in the economy, the labour unions may direct more attention to family-support issues including work-related child care. Many unions are addressing family issues including work-related child care and have established women's committees. A recent study of the preferences of members of the international AFL-CIO for work-based child care benefits reported that sex and union status were not significant factors in predicting a desire for child care benefits but that family status and age were relevant factors. The study concluded that child care is being seen more as a family issue than as a women's issue.[37] In one brief by the Canadian Auto Workers, the issue of the child care needs of single fathers was raised.

While unions have negotiated work-related child care programs some members question the wisdom of these programs. Some do not see the workplace as the best place for children. This opinion is particularly prevalent in the natural resource industries, which have legitimate concerns about the suitability of many of their worksites for young children. Other union members have expressed the fear that tying child care to a specific job or company will lessen an employee's mobility and potentially keep employees, especially women, in low-paying jobs with poor working conditions. However, if an employee leaves the company, the employee's children are considered to be community children and continue to be eligible for care on that basis. For those work-related child care programs that are limited to the children of employees, the usual policy is to permit the family adequate time to find other child care arrangements; sometimes even until the end of the school year. In one survey of the parents using four work-related child care centres in Quebec, only 1.2 percent of the respondents said that work-related child care made then feel vulnerable and dependent on the employer.[38]

While unions will likely continue to negotiate for work-related child care programs, their overall position, which is shared by many other groups, is that "while workplace care can resolve some problems, it cannot be the foundation for the comprehensive system of care that we are seeking....In our view, workplace centres are not a solution to the problems which currently exist, but would be only one component of a diversified system of care."[39]

Issues for Governments

The Role of Governments in Work-Related Child Care

There seems to be a consensus among employers, employees, and labour groups that there is a role for government in the provision, development, and monitoring of child care programs including those that are work-related. The current roles of the different levels of government range from funding to providing programs for their own employees to regulation and inspection of child care programs to providing information and assistance in establishing programs. Many of these roles are fulfilled by more than one level of government. For example, some federal, provincial and often municipal or regional agencies have recently produced informational materials on work-related child care.

Primary constitutional responsibility for funding child care programs belongs to the provinces and territories. The federal government makes payments to the provincial and territorial governments on a matching fund basis to provide programs for low income families through the Canada Assistance Plan. Provincial and territorial governments may make direct grants available to child care programs. Not all choose to do so. Among those that do, there is great variation in the amounts paid and the types of programs eligible for funds. Funding may include start-up grants, renovation grants, operating grants, expansion grants, equipment grants, emergency repair or relocation grants, and grants for facilities for children with special needs. The availability of these funds can be a major financial consideration in the establishment of work-related child care programs. In Ontario, the municipalities are responsible for child care programs and also contribute to their funding. In Alberta, municipalities are responsible for some types of child care programs.

In the profiles of the work-related child care programs in the previous chapters, the sources of funding are described for each program. In addition, some programs have applied for and received special grants through programs at the provincial or federal level that have permitted them to hire students during the summer, build a playground, prepare materials, conduct needs surveys, hire extra staff in special areas, modify a day care centre to accommodate children with special needs, etc.

The three levels of government are also involved in work-related child care through the provision of child care programs for their employees. Chapter 8 discusses the federal government's approach to creating new child care spaces. Chapter 9 presents profiles of work-related programs for the children of employees of a federal Crown agency, a provincial Crown corporation, and a provincial government. A description of the information and counselling service for Ontario provincial government employees is found in Chapter 6.

Another role for provincial and sometimes municipal governments is that of regulation and inspection of child care facilities. There are no national standards for child care licensing although many professionals in the child care field and other interested groups advocate them. The provinces have each established minimum requirements to regulate staff qualifications, the number of children permitted in a program, the staff-to-child ratio, the amount of space indoors and outdoors, the equipment, and general health and safety standards. In addition, child care facilities are generally required to meet local zoning, fire, and health regulations. Many people interviewed for this study commented on the frustration and expense of trying to accommodate the sometimes conflicting regulations of the different government agencies. Most felt there was a need for more coordination and simplification. No one objected to the idea of licensing, only to the existing procedures. While group day care centres almost always are required to be licensed, other forms of child care programs such as family day care homes and after-school programs may or may not require licensing depending on provincial and local licensing regulations.

Yet another role for government agencies is to provide information and assistance on child care. This assistance can vary from one province to another and even within a province. Quebec and Ontario have day care consultants knowledgeable about work-related child care to assist groups interested in developing these programs. The City of Toronto has been active in providing information, encouragement, and assistance to companies planning work-related child care.

Employees, employers, unions and governments all have roles to play in work-related child care in Canada. Many of the concerns of these groups are mutual concerns that may require mutual action.

These groups are also interested in tax implications of work-related child care, in particular, tax deductions, tax credits, or other tax arrangements which could reduce the cost of programs and act as incentives to employers to establish additional child care initiatives; other financial incentives and/or assistance for non-profit organizations; and, for employees, determination of the tax status of child care benefits or services received in relation to employment.

14

QUALITY CHILD CARE

Quality child care is a bit like happiness – everyone is for it, everyone thinks it's important, but not everyone can tell you what it really is or knows how it is achieved. Many inter-related factors can affect the quality of a child care program.

Employers, Employees, Educators and Quality Child Care

Each of the groups involved in providing work-related child care programs (employers, parent-employees, unions and early childhood educators) has an interest in and concerns about providing good quality child care. For the employers, it is sometimes a matter of corporate philosophy. An executive in a health care facility stated that she believed in providing programs that are excellent models whether they are health care programs or child care programs. Many employers express concerns that the work-related child care program affiliated with their organization or company be a good program because the program reflects on the company. Several executives stated that, even though the work-related program is organized as a non-profit society or corporation with a parent board and operates at arm's length from the company, the community still thinks of it as "so-and-so's program." Therefore, any negative aspects associated with the child care program can reflect poorly on the company and its public image. More than one corporate executive remarked that "we need all the good publicity we can get."

For parent-employees using work-related child care programs, a good quality program is important for their peace of mind and is a major criterion for selecting and evaluating child care programs. In three surveys[1,2,3] of employees in companies or organizations with a work-related child care program, employees described the factors most important to them in selecting child care and overall, the most important factors for these parent-employees are the quality of the program and the quality of the staff. Other studies of work-related child care programs in the United States[4] and child care in general[5] have reported similar findings.

For those companies that provide an information and counselling service for their employees (e.g., Great-West Life Assurance Company in Winnipeg and the Ontario provincial government), seminars or noon-hour sessions on the characteristics of good quality child care, what to look for and how to select a good program for their children, are offered to employees at no cost. These sessions provide a valuable educational service especially for the first-time parent who has had little or no experience with child care.

Early childhood educators operating work-related child care programs are aware of the high expectations on the part of both the employers and the employees. One director remarked that "the company expects this program to be a showplace." Another commented that "we have to have a really good program; nurses are very hard to please about child care for their children."

There also seems to be high expectations of the staff in work-related child care programs. Staff generally have more early childhood education training than is found in comparable community day care centres.

Indicators of Quality Child Care

The following indicators of quality child care apply to work-related child care programs that are centre-based – the dominant model at this time. Many of these indicators, as well as others, may apply to other types of child care programs (e.g., family day care or after-school programs). Some of the specific indicators of child care quality as outlined in publications of the National Association for the Education of Young Children include:

- training and education of the staff;
- experience of the caregiver;
- stability of caregiver (i.e., turnover);
- program structure and curriculum;
- physical environment;
- group size and age mix of the children;
- adult: child ratio;
- health and safety, including nutrition; and
- parent involvement.[6]

The Staff. The research suggests that child care programs where the caregivers have specific early childhood education and care training are more likely to be high quality programs. The number of years of experience working with young children has been shown to be related to program quality in some studies. And the stability of the staff (i.e., low rate staff turnover) seems to be a factor in quality child care, especially for infants. The work-related child care programs profiled in this study generally have more staff with early childhood training (some with advanced degrees) and have experienced less staff turnover than most day care centres. Most of the programs provide their staff with professional development opportunities (e.g., courses and seminars on topics such as child abuse, child safety, nutrition, program development and planning). Staff who have not completed early childhood training are generally encouraged to do so, and a few programs will facilitate this either financially or with flexible working hours. Other surveys of work-related child care in Canada have noted the professionalism of the staff of work-related child care programs.[7]

The Program. If one examines the daily program structure and curriculum of the programs profiled in this report, one finds that there is a great degree of consistency in the types of activities the children are involved in and the overall schedule of the children's day. The children's activities are developmentally appropriate and reflect a desirable balance of active and quiet activities, teacher-planned and child-selected activities, indoor and outdoor activities, and healthy practices such as snacks, hot lunches and rest/nap time. In addition, these work-related child care programs tend to include more "extras" than the typical day care program. Some of these extras are frequent field trips to locations in the community and the workplace, use of specialists such as music teachers or gymnastics instructors, and visits by resource people to talk to the children or carry out activities with them.

Another quality difference between these work-related child care programs and many other day care programs is in the area of nutrition. Most of the work-related child care programs provide the children with snacks and hot lunches planned by nutritionists in consultation with staff and/or parents.

It is not uncommon for hospital-based work-related child care programs to use the hospital food services; in an extended care facility, the meals planned for the seniors and those appropriate for young children are very similar. In many programs across the country, children bring their own snacks and lunches as one way of keeping down the cost of child care (subject to provincial day care regulations on nutrition, which vary from province to province). Many early childhood educators in Canada are concerned about the nutritional level of some of these snacks and lunches, and the inability of some families to provide healthy snacks and lunches for their young children either from lack of knowledge about good nutrition or financial hardship.

The Environment. The basic requirements for the physical environment of a centre-based child care program are set by provincial licensing regulations; e.g., the amount of indoor and outdoor space, the level of lighting, the type of furnishings, and the number of toilets and sinks. In most of the work-related child care programs profiled in this study, the employer was responsible for the renovations or construction of the facility to meet the relevant standards.

Many companies have their own maintenance departments that can do much of this work, and a few have architects on staff who can supervise the design of the day care centre. A common comment was that an early childhood professional should be included in this design stage.

Some companies have spent a great deal of time and effort to develop a day care centre that is a showplace, in part because an on-site day care centre is usually highly visible and reflects on the company or organization's image. More typical is the reliance on in-company expertise and assistance (which can be considerable) and the use of provincial start-up or renovation grants (where available) to provide a good quality physical environment for young children.

Grouping. Two other indicators of quality child care are group size, and staff: child ratio appropriate for the developmental level of the children; e.g., for infants, a recommended group size is no more than eight or nine children with one staff for every three or four infants; for three and four year olds, a more typical group size is 15 to 20 children with one staff for every seven or eight children.[8] The exact numbers and ratios are set by provincial day care regulations. The total number of children for which a centre may be licensed is generally based on the amount of space, up to a maximum specified in the provincial day care regulations. Several of the work-related child care programs profiled in this study deliberately do not operate up to their licensed capacity because they think that to do so would reduce the quality of their programs.

Parent Involvement. Parent involvement in a child care program may also be considered an indicator of a quality child care program. Parents should have the right to visit their children any time they wish, and most work-related child care programs encourage this. Parents using these programs seem to appreciate having this option even if they do not choose to use it. One parent said that "I really enjoy visiting my child during the day and seeing what it is he and the other children are doing." One director reported that it was not unusual to find parents hiding behind doors in the day care centre so they can observe their child's activities without being seen by the child. However, many parents do not visit their child during the day. For some parents it is not possible, given their work schedule or location; others choose not to. One mother commented, "I need a break at lunch time, and eating lunch with a bunch of three year olds is not a break." Another mother said she stopped visiting her two year old because it upset the other children who could not understand why their mommies were not there, too; and her own son thought that when she came it was time to go home and became upset when she left without him.

Parents are typically involved in the planning and operation of work-related child care programs in Canada. The most frequent type of administrative organization for these programs is a non-profit society or corporation with a parent board. This board is responsible for the general policies and procedures of the program including setting the fees, approving large expenditures, and hiring staff. Many of the directors of work-related child care programs said that they encourage parent involvement and would like to see more parents participating in the day care program but they recognized the many demands on working parents with young children.

The Cost of Quality On-Site Child Care Programs

Quality child care is not cheap. Much of the capital cost of establishing a day care centre is determined by what is required to meet the provincial day care licensing regulations and to pass the municipal health, fire and safety inspections. Between 80 and 90 percent of the typical operating budget of a day care centre goes to staff salaries, which are not high when compared with those of workers with similar jobs. The number of staff required and their level of training is set by licensing regulations, which means that a day care centre board cannot trim the budget by trimming the number of staff unless it also trims the number of children in the program.

The salaries of the staff in the work-related child care programs profiled in this study tended to be average or above average for such programs in their areas. The benefit package of staff in work-related child care programs are generally far superior to those provided to child care staff in community centres. Many community centres provide few or no benefits not required by law. Several directors commented that one of the advantages of working in a work-related child care program was the better than average benefits package. Most of these packages are cost shared on a 50-50 basis with the employer, although a few programs have 100 percent employer-paid benefits packages.

Many interrelated and complex factors contribute to a high quality day care centre. It is a mistake to focus on only one or two when trying to assess the quality of a program.

Parents generally appreciate being informed about these factors so they can be knowledgeable consumers of day care and be able to recognize good care situations for their children during their formative years.

15

THE FUTURE OF WORK-RELATED CHILD CARE IN CANADA

A review of the development of work-related child care programs over the past 25 years, and other research undertaken for this study indicate that the following are major factors relevant to the future of work-related child care:

- **The composition of the labour force is changing.** Although the labour force participation of women continues to increase, this is particularly true of women with young children and of sole support parents. At the same time, there is an increase in the number of women in middle level management and higher level positions.

- **Employers are concerned about attracting qualified, high-calibre employees.** The needs of the changing workforce must be addressed to ensure that companies can recruit and retain skilled, experienced, productive workers.

- **Child care is increasingly becoming a family issue.** With greater numbers of dual-earner families both men and women are sharing child-rearing responsibilities and placing emphasis on having time for family needs.

- **The need for the effective integration of work and family responsibilities is being recognized.** Unions, employers and governments are exploring and implementing strategies to facilitate the integration of work and family responsibilities, including, for example, leave for employees with family responsibilities and work-related child care.

- **The combined efforts of employers and unions are making a contribution.** Mutual concern and active partnerships between employers in the private and public sectors and unions are contributing to the development and expansion of creative and innovative strategies to meet the needs of workers with family responsibilities.

- **On-site child care facilities may not be the dominant model in the future.** Work-related child care may include a combination of options such as information and counselling services, flex-time, consortia programs, family responsibility leave, job-sharing, financial subsidies for parent or existing child care programs, after-school care for school-aged children, parent education seminars, flexible benefit plans and emergency care for sick children. An

> effective approach to the integration of work and family responsibilities would appear to encompass "multiple solutions to multiple problems, and not trying to find a single solution, the one answer".[1]

The number of work-related child care programs has doubled in the past 10 years and today there are approximately 100 programs. Probably of greater significance than the increase in number of programs has been the increase in the number of locations throughout Canada, coupled with the more widespread acceptance of work-related child care in all its varieties, as a useful and viable organizational strategy to address the needs of workers with family responsibilities. This is not to say that there has been a groundswell in this area. Work-related child care is still in its childhood. As a C.E.O. of a major corporation which has a work-related child care program, has said, "One percent of all companies want to be first and 99 percent want to be second."[2] The one percent is now out there; it remains to be seen what the other 99 percent choose to do.

The children in today's work-related child care programs will be among the people running the companies, governments, unions and other organizations in 2025. By that time few people will have to look up the definition of child care or wonder what is meant by work-related child care.

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Chapter 15 – The Future of Work-Related Child Care in Canada

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Appendix

ANNOTATED BIBLIOGRAPHY FOR FURTHER READING ON WORK-RELATED CHILD CARE

The following are some of the most informative, recent and useful major references for an individual or group considering or planning work-related child care, or for the individual who wishes more information about this topic than could be included in this publication. Several of the following discuss the Canadian scene and include descriptions of Canadian programs. The majority of the publications listed below are fewer than 100 pages in length. Unless an address is given, the publications could be ordered through a local bookstore or, if a government publication, through a distributor of Canadian government publications.

1. *Report of the Task Force on Child Care* by Katie Cooke (Chairperson). Ottawa: Supply and Services Canada, 1986.
   Sharing the Responsibility: Report of the Special Committee on Child Care by Shirley Martin (Chairperson). Ottawa: The Queen's Printer, 1987.

   These two books are the final reports of a federal task force and a special committee on child care in Canada. Together, these reports provide the most complete description of child care in Canada today and present recommendations for the future. Each includes sections and recommendations on work-related child care.

2. *Employer-Supported Child Care: Investing in Human Resources* by Sandra L. Burud, Pamela R. Aschbacher and Jacqueline McCroskey. Boston: Auburn House Publishing, 1984.

   This book is the result of the National Employer-Supported Child Care Project, which included a survey of work-related child care programs in the United States. It is a comprehensive book that includes information on the benefits to companies of work-related child care, how employee and employer needs can be determined, the options available and how they are implemented. There are many descriptions of a wide range of work-related programs meeting diverse child care needs.

3. *Information Kit on Employer-Assisted Child Care* from the National Association for the Education of Young Children (1834 Connecticut Avenue, N.W., Washington, D.C. 20009), 1986.

   A succinct, readable how-to information kit published by the NAEYC which is the largest early childhood education professional association in North America. The kit contains three booklets entitled: "The Child Care Market: A Newcomer's Introduction", "Investing in Quality" and "Child Care Makes It Work: A Guide to Employer Support for Child Care."

4. *Family-Supportive Policies: The Corporate Decision-Making Process* (1987) and *Corporate Financial Assistance for Child Care* (1985), both by Dana E. Friedman and published by The Conference Board, 845 Third Avenue, New York, NY 10022. (The Conference Board of Canada's address is 25 McArthur Road, Ottawa, Ontario K1L 6R3.)

   These two 40-page reports provide an overview of (a) how the need for child care can be assessed and a plan of action developed and (b) how various child care options can be financed. These are excellent sources for those involved in the early stages of planning for work-related child care.

5. *The Responsive Workplace: Employers and a Changing Labor Force and Child Care: Facing the Hard Choices*, both by Sheila B. Kamerman and Alfred J. Kahn and published in 1987. The former by Columbia University Press in New York and the latter by Auburn House Publishing Company in Dover, Massachusetts.

   The first book examines today's family and the need for child care and describes, in detail, the efforts of six U.S. companies to assist with employees' child care. The second book describes the types of child care options possible and the related issues; an excellent analysis of child care today.

6. *Corporations and Families: Changing Practices and Perspectives* by Helen Axel. New York: The Conference Board, 1985.

   The first part of this 50-page report provides background on recent trends in family composition and the work force and an overview of specific companies with family-support programs. The second part focuses on personnel policies, benefits and services that support families and how employers are responding to these new trends.

7. *Child Care: The Employer's Role*. Ottawa: Status of Women Canada; available through Minister of Supply and Services Canada, 1985.

   This publication contains two reports prepared for the federal Task Force on Child Care. The first is "Paid Parental Leave Policies: An International Comparison with Options for Canada" by Monica Townson. The second is "A Study of Work-Related Day Care in Canada" by Rothman Beach Associates. The latter includes the results and data from an inventory of work-related child care programs in Canada. Data for each of the programs surveyed is summarized in useful tables. This is a good source of detailed information on work-related child care in Canada.

8. *Handbook on Employer-Supported Child Care for Hospitals* by Margie I. Mayfield. Edmonton: Interunion/Alberta Hospital Association Child Care Steering Committee, 1985. (Available from Edmonton Hospital Workers Child Care Society, 2-11424 102nd Street, Edmonton, Alberta T5G 2E7.)

   This handbook provides a brief overview of employer-supported child care in Canada with special emphasis on programs connected with health care facilities. It also discusses possible child care options and factors to consider in selecting and planning employer-supported child care and presents a detailed history and descriptions of the three Edmonton Hospital Workers Child Care Society programs. A 22-page bibliography is included.

The companion volume is *Employer-Supported Child Care for Hospitals: Evaluation Report on the Effects of the Edmonton Hospital Workers Child Care Society Programs on Employers, Parents and Children.*

9. *Children at Child Care, Parents at Work* by The Child Care Resource and Research Unit, (Centre for Urban and Community Studies, University of Toronto, 455 Spadina Avenue, Room 415, Toronto, Ontario M5S 2G8), 1987.

   This 23-page publication provides a good overview of work-related child care in Ontario. It describes the labour force, the cost of child care (including a sample operating budget of a day care centre), an example of a child care needs survey for assessing employees' needs and brief descriptions of several work-related child care programs in Ontario.

10. *Flexible child care services: An overview of extended hours, sick child and emergency child care and child care in rural areas* by Friendly, M., Cleveland, G., and Willis, T. Childcare Resource and Research Unit, Centre for Urban and Community Studies. University of Toronto. Toronto, 1989.

    This report discusses child care for children who are ill, when the usual caregiver is unable to provide care or when other short-term emergencies arise, outside of regular child care hours and in rural areas. The information contained in this report was complied as background material to a program of pilot projects initiated by the Ministry of Community and Social Services (Ontario).

    The report provides an overview of each type of child care situation including a working definition, supply and demand issues, alternative modes of care, legislative and regulatory issues and a summary of relevant policies and funding implications.

11. *Child Care and Corporate Productivity: Resolving Family/Work Conflicts* by John Fernandez. Lexington, Massachusetts and Toronto: Lexington Books, D.C. Heath and Company, 1986.

    This book, which describes the results of a survey of 5000 employees in five companies, was written by a corporate personnel manager with a doctorate in sociology. The first half of the book examines the issues and problems related to work, the family and corporate productivity. The second half examines solutions to these problems in light of the survey data. His overall conclusion is that family-work conflicts cost corporations in terms of productivity and money.

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